

Meeting	Cabinet Committee: Housing
Date and Time	Monday, 2nd February, 2026 at 10.00 am.
Venue	Walton Suite, Guildhall, Winchester and streamed live on YouTube at <a href="https://www.youtube.com/winchestercc">www.youtube.com/winchestercc</a>

**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](https://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. Please note that priority will be given to those wishing to attend and address the meeting over those wishing to attend and observe.

## AGENDA

### PROCEDURAL ITEMS

#### 1. Apologies

To record the names of apologies given.

#### 2. Disclosure of Interests

To receive any disclosure of interests from councillors or officers in matters to be discussed.

*Note: Councillors are reminded of their obligations to declare disclosable pecuniary interests (DPIs), other registerable interests (ORIs) and non-registerable interests (NRIs) in accordance with the Council's Code of Conduct.*

#### 3. To note any request from Councillors to make representations on an agenda item.

#### 4. Public participation

NB members of the public are required to register with Democratic Services three clear working days before the meeting (contact: [democracy@winchester.gov.uk](mailto:democracy@winchester.gov.uk) or 01962 848 264).

Members of the public and visiting councillors may speak at the committee, provided they have registered to speak three working days in advance. Please contact Democratic Services **by 5pm on Tuesday 27 February** via [democracy@winchester.gov.uk](mailto:democracy@winchester.gov.uk) or (01962) 848 264 to register to speak and for further details.



## **BUSINESS ITEMS**

5. **Minutes of the previous meeting held on 4 November 2025** (Pages 5 - 10)
6. **Chairperson's announcements**
7. **New homes programme update (presentation)** (Pages 11 - 22)
8. **Retrofit programme update (presentation)** (Pages 23 - 32)
9. Housing Strategy 2023-2028 - review of Year 2 (Pages 33 - 70)  
**Key Decision** (CAB3534(H))
10. Anti Social Behaviour policies (Pages 71 - 146)  
**Key Decision** (CAB3544(H))
11. Tenant Partnership Annual Report Tenant Partnership and Influence Plan (Pages 147 - 188)  
**Key Decision** (CAB3543(H))
12. Tenant Satisfaction measures survey results 2025/26 (Pages 189 - 256)  
**Key Decision** (CAB3530(H))
13. Venta Living - Business Plan 26/27 (less exempt appendix) (Pages 257 - 266)  
**Key Decision** (CAB3542(H))
14. **EXEMPT BUSINESS:**  
To consider whether in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information.  
(i) To pass a resolution that the public be excluded from the meeting during the consideration of the following items of business because it is likely that, if members of the public were present, there would be disclosure to them of 'exempt information' as defined by Section 100 (1) and Schedule 12A to the Local Government Act 1972.

15. Venta Living - Business Plan 26/27 (exempt appendix) (Pages 267 - 280)

**Key Decision**

(CAB3542(H))

**Laura Taylor**  
**Chief Executive**

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23 January 2026

Agenda Contact: Nancy Graham, Senior Democratic Services Officer Email: [ngraham@winchester.gov.uk](mailto:ngraham@winchester.gov.uk) or phone 01962 848 235

**MEMBERSHIP**

**Cabinet Committee: Housing**

Councillors Reach (Cabinet Member for Good Homes – Chairperson), Becker and Cutler

Non-voting invited councillors: Councillors Clear, Horrill, Power and White

In the event of any member of Cabinet not being available for a meeting of the Cabinet Committee another member of Cabinet may deputise where no conflict arises. Deputies for the non-voting invited councillors can be appointed from any group at the Chairperson's discretion.

Quorum = 2 voting members

**TERMS OF REFERENCE**

The terms of reference are available on the Council's website [here](#)

## **Public Participation at meetings**

Representations will be limited to a maximum of 3 minutes, subject to a maximum 15 minutes set aside for all questions and answers.

To reserve your place to speak, you are asked to **register with Democratic Services three clear working days prior to the meeting** – please see public participation agenda item below for further details. People will be invited to speak in the order that they have registered, subject to the maximum time period allowed for speaking not being exceeded. Public Participation is at the Chairperson's discretion.

## **Filming and Broadcast Notification**

This meeting will be recorded and broadcast live on the Council's website. The meeting 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](mailto:democracy@winchester.gov.uk) to ensure that the necessary arrangements are in place.

# Agenda Item 5

## **CABINET COMMITTEE: HOUSING**

**Tuesday, 4 November 2025**

Attendance:

Councillors

Becker (Chairperson for the meeting)

Cutler

Apologies for Absence:

Councillor Reach

Deputy Members:

Councillor Learney

Non-voting invited councillors

Councillors Clear, Horrill, Power and White

[Video recording of this meeting](#)

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### **1. APPOINTMENT OF CHAIRPERSON FOR THE MEETING**

RESOLVED:

That in the absence of the chairperson (Councillor Reach) Councillor Becker be appointed as chairperson for the meeting.

### **2. APOLOGIES**

Apologies were received from Councillor Reach for whom Councillor Learney was deputising as noted above.

### **3. DISCLOSURE OF INTERESTS**

Councillor Horrill declared a personal (but not prejudicial) interest in respect of agenda items (should it be referred to) as her husband was a Trinity board member.

### **4. PUBLIC PARTICIPATION**

John McKenna (Emmaus) and Sue McKenna (Trinity) spoke regarding report CAB3508(H) and their comments are summarised under the relevant minute below.

5. **MINUTES OF THE PREVIOUS MEETING**

RESOLVED:

That the minutes of the previous meeting held 23 July 2025 be agreed as a correct record.

6. **CHAIRPERSON'S ANNOUNCEMENTS**

There were no announcements made.

7. **NEW HOMES PROGRAMME UPDATE (PRESENTATION)**

The Service Lead – New Homes gave a presentation on the New Homes Programme which was available on the council's website [here](#). She also provided a response to a query from the previous meeting, confirming that of the 424 units built, refurbished, or acquired by the council since 2012, 13% were social rent, 61% were affordable rent, and 26% were shared ownership.

The Service Lead, Councillor Becker, and other officers present responded to questions and comments raised by councillors on the presentation as summarised below:

- a) the viability of providing social rent properties.
- b) the status and schedule for the Extra Care scheme at Kings Barton. The Service Lead agreed to check and report back accordingly outside of the meeting.
- c) It was suggested that TACT Board resident members and ward councillors be contacted regarding the ongoing review of council-owned land and the Service Lead confirmed officers would make contact with the TACT Board.
- d) A question was asked regarding the modelling of future needs for housing, especially for smaller households and sheltered accommodation.
- e) Whether the upcoming Housing Development Strategy (scheduled to be considered at Cabinet on 19 November 2025) would include the previously promised rural housing strategy.

RESOLVED:

That the update regarding the new homes programme be noted.

8. **RETROFIT PROGRAMME UPDATE (PRESENTATION)**

The Retrofit Manager gave a presentation on the retrofit programme which was available on the council's website [here](#).

The Retrofit Manager and other officers present responded to questions and comments raised by councillors on the presentation as summarised below:

- a) The possible complexities caused by owner-occupied properties/leaseholders within blocks of flats targeted for retrofit measures.
- b) The risk of EPC ratings decreasing under the new Home Energy Model and potentially hindering compliance with the 2030 deadline. Although the deadline was currently under review due to the EPC reform.
- c) Clarification was sought on the current installation status of solar panels.
- d) Whether there was any possible impact of negative national reports regarding sub-specification retrofit work.
- e) Concern that the various changing regulations impacting on retrofits were confusing and the requirement for effective and accessible communications for tenants regarding this. The Retrofit Manager agreed to consider this suggestion further when the proposed reforms became clearer (anticipated within the next year).

RESOLVED:

That the update regarding the retrofit programme be noted.

9. **DISABLED FACILITIES GRANTS POLICY 2025-2028**  
(CAB3521(H))

Councillor Becker introduced the report outlining the statutory policy, noting it was designed to address evolving challenges, budgetary constraints, and recommendations from an internal audit. The draft policy had been considered by the Economy and Housing Policy Committee on 11 February 2025 and the comments from that meeting had been reflected in the report.

Councillor Becker, the Strategic Director and the Service Lead – Strategic Housing then responded to questions and comments raised by councillors as summarised below:

- a) A suggestion was made to disregard military compensation for veterans during the means testing process. In response, it was advised that the council would consider the proposal and make a recommendation once due diligence on the financial implications had been undertaken.
- b) Further clarification was sought regarding the financial implications of Paragraph 2.5 of the report.
- c) Clarification was sought on how and where the new policy would be reviewed and amended going forward.
- d) Further details were requested on how adaptations were handled within council housing stock.
- e) Whether there was a contingency fund for failures of adaptations and the importance of client communication was emphasised.
- f) Whether there was any provision of support for individuals who did not qualify for the Top-Up Grant following the means test.
- g) Further details of the methods used for assessing individuals with slowly degenerative conditions and specifically whether this would include adapting to changing requirements.

The Cabinet Committee agreed the following for the reasons set out above and outlined in the report.

RESOLVED:

1. That the Disabled Facilities Grant policy for 2025-2030 be approved, as set out in Appendix 1 of the report.

2. That authority be delegated to the Corporate Head of Housing, in consultation with the Cabinet Member for Healthy Communities, to make minor changes or those linked to legislative change to the DFG policy 2025-2030.

10. **PREVENTING HOMELESSNESS AND ROUGH SLEEPING STRATEGY 2025-2030**

(CAB3508(H))

Councillor Becker introduced the report noting it aimed to make homelessness a priority, focusing on early intervention, meeting complex needs, and developing sustainable housing solutions. She thanked service users and partners involved in the consultation process. She advised that the report had also been considered by Economy and Housing Policy Committee on 16 September 2025.

Sue McKenna and John McKenna spoke during public participation as summarised briefly below.

Sue McKenna (Trinity)

She supported the strategy and the ambition for greater joined-up partnerships around health, addiction and rehabilitation to address the root causes of homelessness. She confirmed that Trinity worked in close collaboration with both the Housing Options team outreach and the Tenancy Support team at the council. Over the next year, Trinity aimed to complete its supported housing pathway and to provide some move on housing.

John McKenna (Emmaus)

He also supported strategy and welcomed the alignment with the Emmaus strategy. He also welcomed future collaboration on new opportunities.

Councillor Becker thanked both for their contributions and their support.

Councillor Becker, the Strategic Director and the Service Lead – Strategic Housing then responded to questions and comments raised by councillors as summarised below:

- a) Further information was requested on the current data available on rural homelessness, noting that it was often hidden.
- b) The current status of the outreach service (including new resources), how partnership working would be enhanced, and what would be done differently to reduce rough sleeping.
- c) Whether the council worked with neighbouring urban fringe authorities (e.g., Portsmouth, Havant, Fareham) concerning rough sleepers arriving from those areas.

In response to comments made, the Service Lead – Strategic Housing confirmed Trinity had been commissioned to provide a weekend outreach service and were in discussions with Emmaus regarding a “try before you buy” option for residents apprehensive about committing to entering their accommodation.

The Cabinet Committee agreed the following for the reasons set out above and outlined in the report.

RESOLVED:

That the Preventing Homelessness and Rough Sleeping Strategy 2025-2030 be adopted.

11. **HOUSING COMPLIANCE POLICIES**  
(CAB3520(H))

Councillor Becker introduced the report which sought approval for six housing repair and maintenance compliance policies which had been developed by specialist consultants to ensure that they meet the relevant legislative reform and regulative regulatory frameworks.

Councillor Becker, the Corporate Head of Housing, the Service Lead - Housing Landlord Services and other relevant officers from the team then responded to questions and comments raised by councillors as summarised below:

- a) What action was taken to mitigate against the risk of tenants disturbing asbestos-containing materials in council properties and garages. The Service Lead agreed to check that safety literature was provided to tenants of garages as well as homes.
- b) Whether Awaab's Law applied to the private rented sector (PRS).
- c) A concern was raised that policy summaries were communicated primarily via the website, and alternative, non-digital methods were requested. It was advised that officers would review other means of communication, such as newsletters and leaflets, to ensure information was provided in a meaningful and accessible way.

The Cabinet Committee agreed the following for the reasons set out above and outlined in the report.

RESOLVED:

1. That the following six Housing Repairs and Maintenance Compliance Policies be approved and adopted, as set out in Appendices 1 to 6 of report CAB3520(H):

- a) Fire Safety Policy
- b) Gas and Heating Policy
- c) Electrical Safety Policy
- d) Asbestos Policy
- e) Water Hygiene Policy
- f) Lift Safety Policy

2. That authority be delegated to the Corporate Head of Housing, in consultation with the Cabinet Member for Good Homes, to make any minor amendments to the policies.

12. **DATE OF NEXT MEETING**

It was noted that the next meeting would take place on Monday 2 February 2026 at 10.00 am.

The meeting commenced at 10.00 am and concluded at 11.35 am

Chairperson



# New Homes Update

## 02 February 2026



# New Homes Programme Updates

- Kings Barton, Winchester – Phase 3ai handed over from Cala to the council – 10 flats (4 shared ownership; 6 affordable rent) and 8 houses (affordable rent). Construction continues on the remaining 128 affordable units in Phases 2b and 3aii.
- Hazeley Road, Twyford – construction continues on the 10 affordable units (6 affordable rent houses; 4 shared ownership flats).
- Page 12  
Market engagement with SME and volume housebuilders ongoing, with the aim of securing new build S106 and additionality units for use as council housing.
- Woodman Close, Sparsholt – following Cabinet approval of the Final Business Case, the build contractor has commenced enabling works on the site. Formal start on site anticipated in March/April 2026. The council has been awarded Homes England funding for the scheme.
- Commissioned schemes pipeline review ongoing – feasibility work on council-owned land to assess suitability for affordable housing development.
- Housing Development Strategy 2025-2032 – approved Strategy uploaded to council website [Winchester City Council's Housing Development Strategy - Winchester City Council](https://www.winchester.gov.uk/housing-development-strategy)

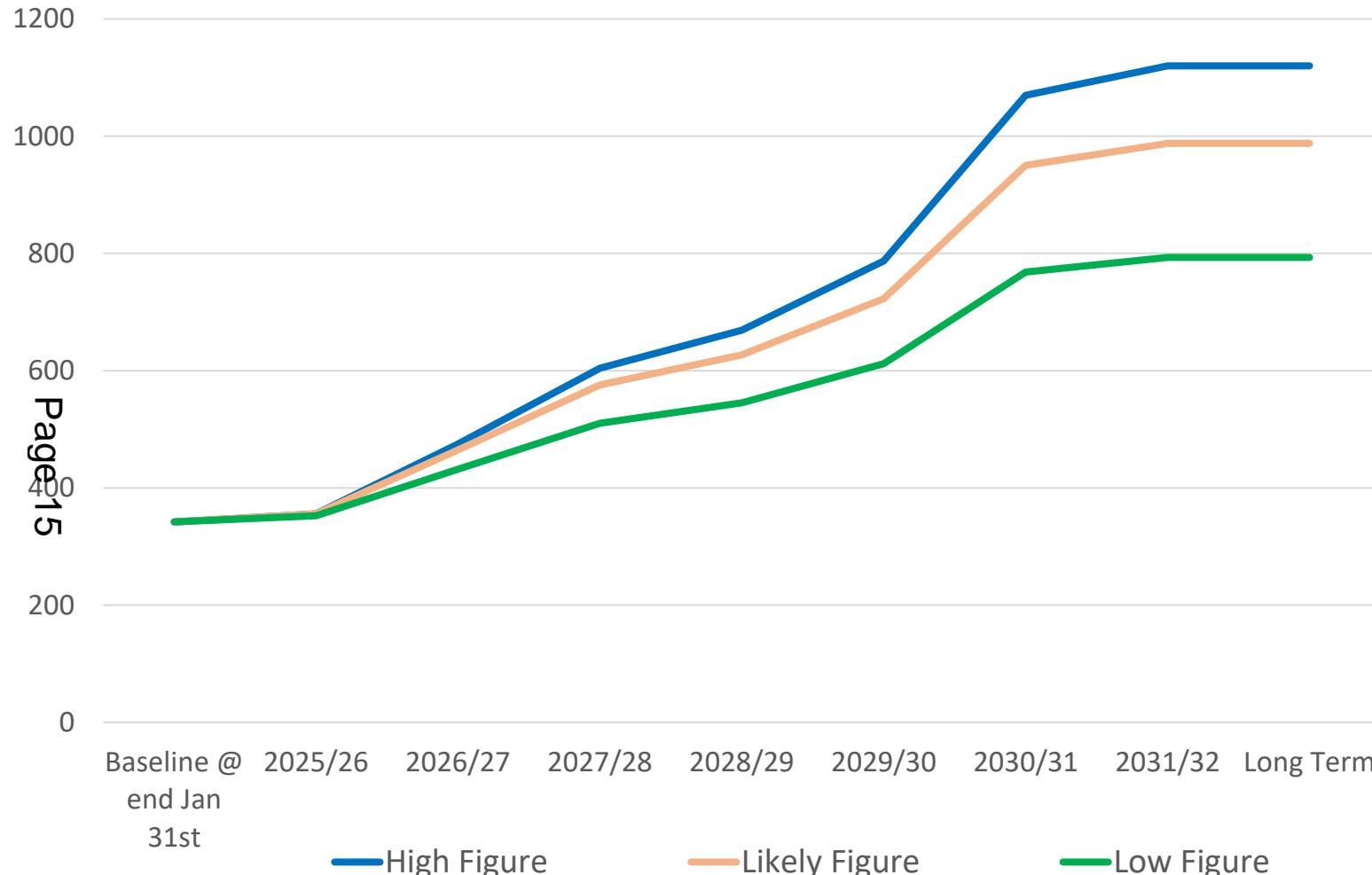
# Scheme Viability and Subsidy (1)

- Viability is assessed through the whole life cost of a scheme (build cost, other fees, ongoing maintenance and repairs) versus the rental and sales income.
- To fund a scheme, the HRA borrows from the Public Works Loan Board (PWLB) after taking account of any income from shared ownership sales. The rental income contributes to the cost of borrowing.
- Borrowing costs in the business plan for the existing 1,000 homes programme are assumed to be repaid between 2032 and 2054.
- If the expected rental income is not sufficient to cover the borrowing costs, subsidy can be used to make a scheme affordable to the HRA.
- Council subsidy available:
  - Right to Buy receipts – can be used on all new build schemes / acquisitions that add to council stock, including S106 acquisitions
  - S106 affordable housing commuted sums – can only be used on council new build schemes and additionality units, not S106 acquisitions

# Scheme Viability and Subsidy (2)

- Homes England grant can also be sought to subsidise a scheme.
- Average grant rates across the District:
  - Social Rent - £125,000 per unit
  - Affordable Rent - £60,000 per unit
  - Shared Ownership - £50,000 per unit
- Social and Affordable Homes Programme 2026-2036 recently launched [Social and Affordable Homes Programme \(SAHP\) 2026 to 2036 - GOV.UK](#)
- Amount of subsidy required varies significantly on a site-by-site basis:
  - Woodman Close (land-led scheme for social rent) - £327,500 per unit made up of £200k per unit of S106 affordable housing commuted sums and £127,500 per unit of Homes England grant
  - Kings Barton (S106 acquisition for affordable rent and shared ownership) - £7k per unit of Right to Buy receipt funding

# New Homes Forecast 2026-32



Baseline completions = 341 units

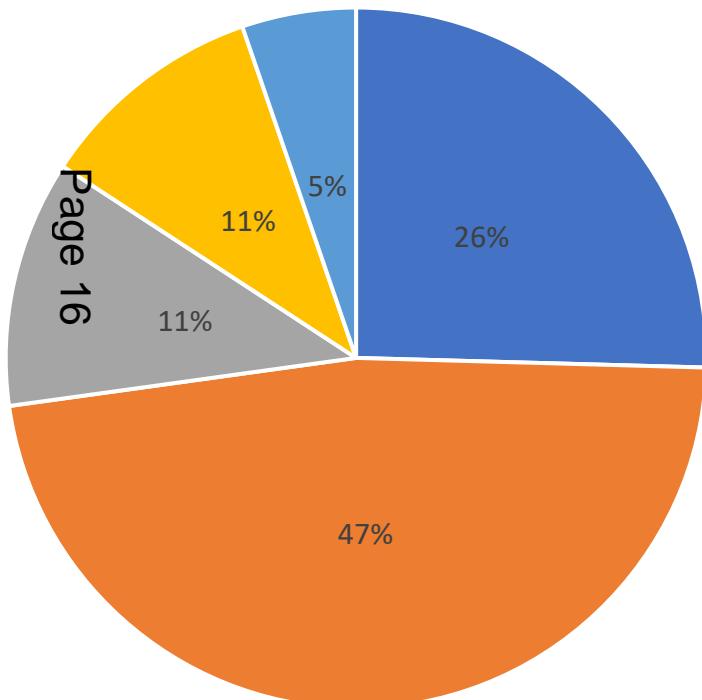
High = 100% green and 100% amber schemes delivered

Likely = 100% green and 75% amber schemes delivered

Low = 75% green and 50% amber schemes delivered

# New Homes Forecast 2026-2032

## WCC Schemes by Type



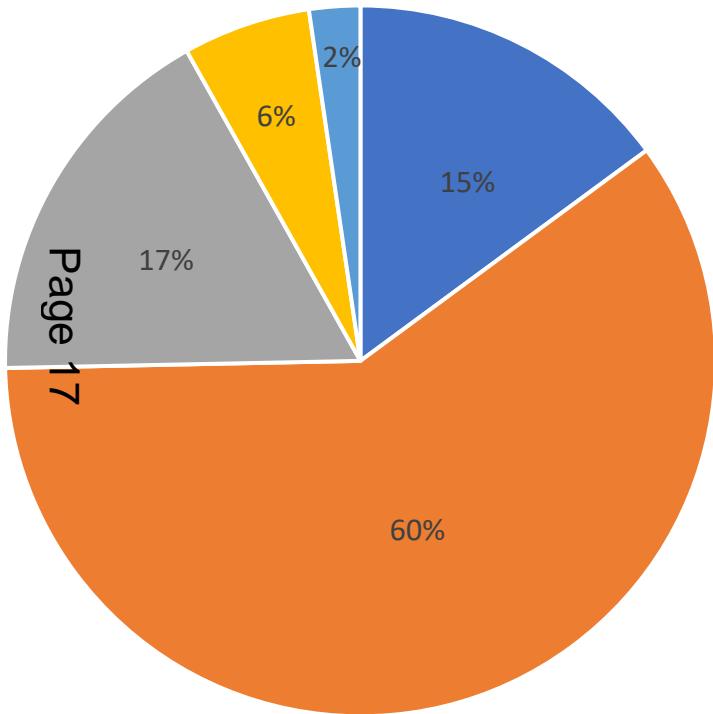
- Commissioned - HRA
- S106 - GF
- Rural Exception
- S106 - 3rd Party
- Additionality

	WCC Schemes by Type – Forecast Completions				
	Commissioned - HRA	S106 - GF	S106 – 3 <sup>rd</sup> Party	Additionality	Rural Exception
2025/26	0	0	1	0	0
2026/27	0	0	4	0	0
2027/28	1	1	4	1	0
2028/29	1	0	2	1	0
2029/30	2	1	1	1	0
2030/31	4	2	2	1	1
2031/32	0	0	1	0	1
Total	8	4	15	4	2

Based on Likely forecast (100% green and 75% amber schemes delivered)

# New Homes Forecast 2026-2032

## WCC Units by Type



- Commissioned - HRA
- S106 - GF
- S106 - 3rd Party
- Additionality
- Rural Exception

	WCC Units by Type – Forecast Completions				
	Commissioned - HRA	S106 - GF	S106 – 3 <sup>rd</sup> Party	Additionality	Rural Exception
2025/26	0	0	14	0	0
2026/27	0	0	109	0	0
2027/28	5	14	81	11	0
2028/29	8	0	32	11	0
2029/30	25	30	30	11	0
2030/31	59	68	90	4	8
2031/32	0	0	30	0	8
Total	97	112	386	37	16

# Total RP & WCC Supply Forecast 2026-2032

Financial Year	RP	WCC (Likely Green & Amber)	Totals
2025/26	223	14	<b>237</b>
2026/27	133	109	<b>242</b>
2027/28	156	111	<b>267</b>
2028/29	235	51	<b>286</b>
2029/30	181	96	<b>277</b>
2030/31	228	227	<b>455</b>
2031/32	217	38	<b>255</b>
<b>Totals</b>	<b>1,373</b>	<b>646</b>	<b>2,019</b>

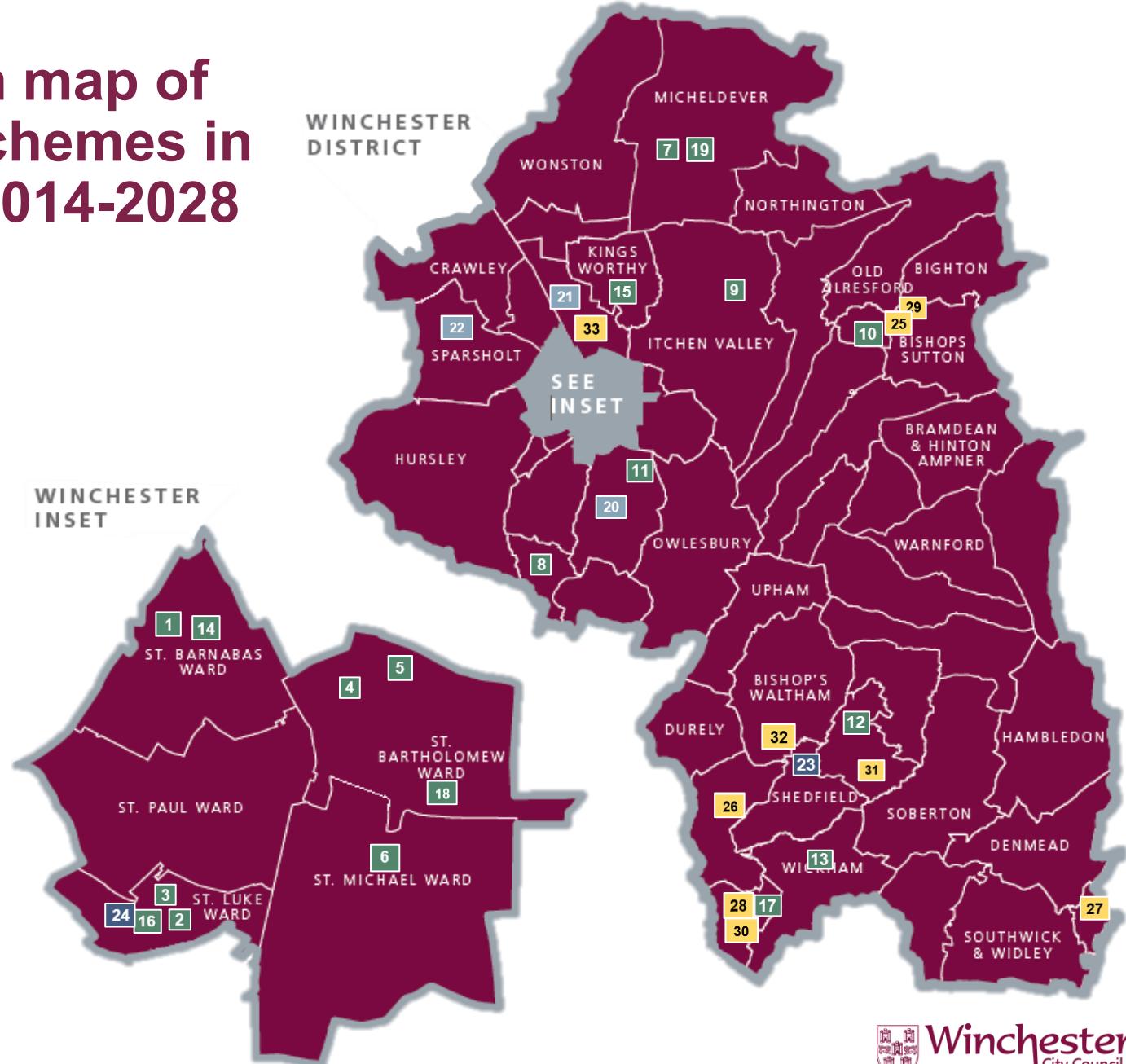
# Distribution map of WCC & RP schemes in the District 2014-2028

Completed Schemes

Schemes on Site

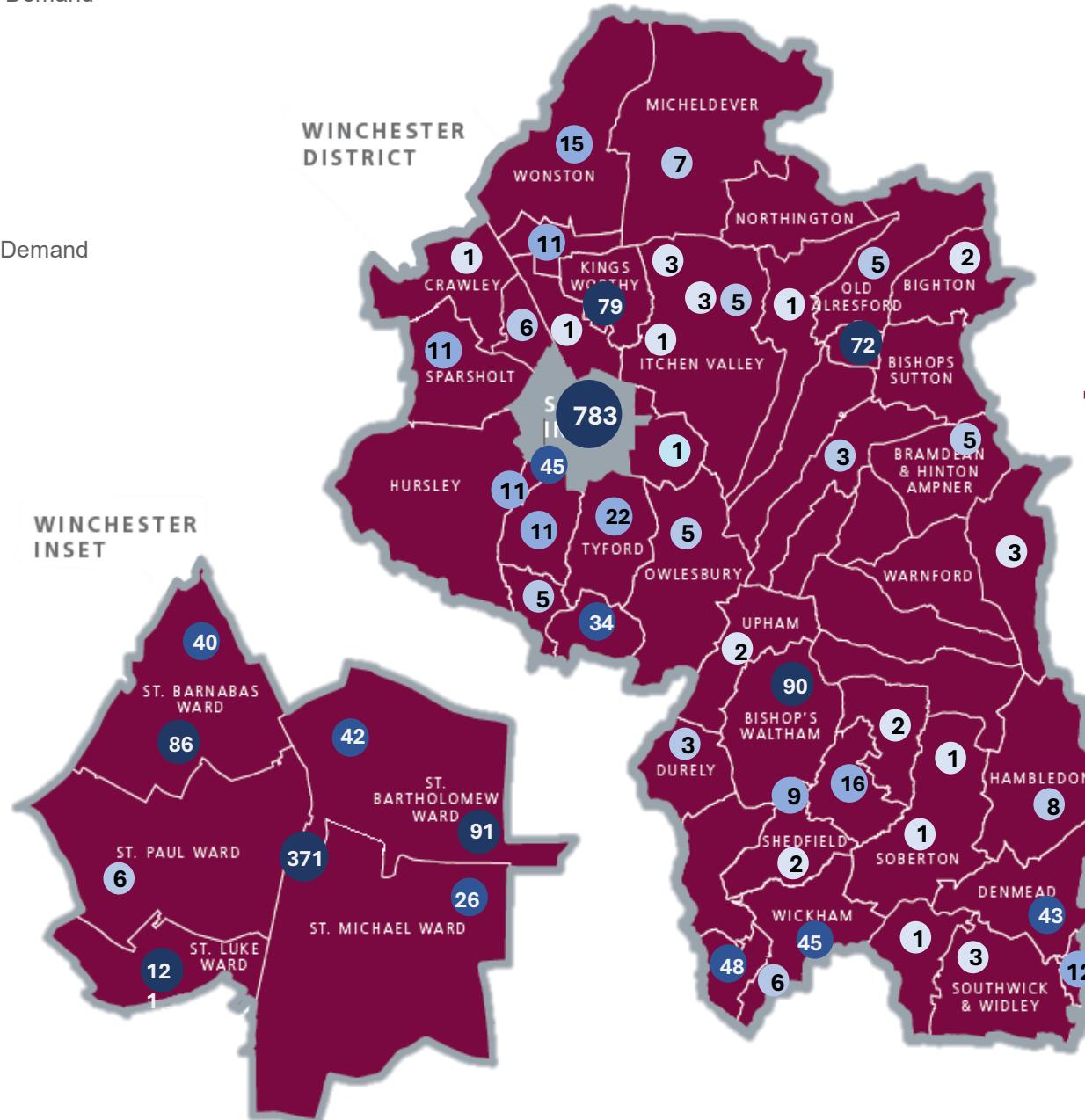
Early-Stage Schemes

RP Forecast



# Distribution map of WCC & RP schemes in the District 2014-2028

No.	Scheme	Units	Parish/Ward	No.	Scheme	Units	Parish/Ward
1	Symonds Close (2016)	12	St Barnabas Ward	21	Kings Barton	146	Headbourne Worthy
2	Bailey Close (2018)	5	St Luke Ward	22	Woodman Close	5	Sparsholt Parish
3	New Queens Gate (2016)	21	St Luke Ward	23	Morgan's Yard	8	Shedfield Parish
4	Victoria Court (2018)	27	St Bartholomew Ward	24	Minden Way	8	St Luke Ward
5	Hillier Way (2017)	13	St Bartholomew Ward	25	Sun Lane	140	New Alresford Parish
6	Chesil Lodge (2018)	52	St Michael Ward	26	Sherecroft Farm	115	Curdridge Parish
7	Barron Close (2014)	5	Micheldever Parish	27	Berewood	1020	Newland Parish
8	Bourne Close (2014)	3	Otterbourne Parish	28	North Whiteley	445 S106 (Master Plan)	Curdridge
9	Station Close (2014)	5	Itchen Valley Parish			549 Extra Homes delivered	
10	Mitford Road (2018)	8	New Alresford Parish	29	North of Sun Lane	12	New Alresford Parish
11	Dolphin Hill (2020)	2	Twyford Parish	30	Meadowways, Botley Road	8	Curdridge Parish
12	Kiln Cottages (2016)	2	Swanmore Parish	31	Cygnet Grange, The Lakes	29	Swanmore Parish
13	Mayles Lane (2019)	13	Wickham Parish	32	Abbey Mill	12	Bishops Waltham
14	Rowlings Road (2021)	7	St Barnabas Ward	33	Kings Barton	800 (inc. 146 WCC acquisition)	Headbourne Worthy
15	Burnet Lane (2021)	35	Kings Worthy Parish				
16	The Valley (2021)	77	St Luke Ward				
17	North Whiteley (2023)	54	Curdridge Parish				
18	Winnall Flats (2024)	76	St Bartholomew Ward				
19	Southbrook Cottages (2024)	6	Micheldever Parish				
20	Hazeley Road	10	Twyford Parish				



# 1<sup>st</sup> Preference Location Demand

## High Demand

## Low Demand

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*Data does not mean that applicants have any form of qualifying local connection to the specific areas but instead denotes where they primarily want to live. Data updated October 2025.*



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# Retrofit Programme Update

## Feb '26

10mm Door Undercuts  
& Trickle vents

New windows

Solar Panels + Battery

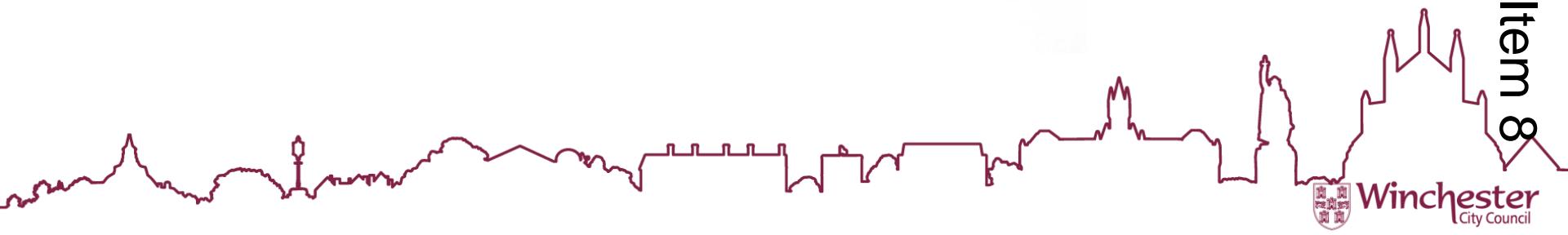
Loft Insulation

Replace/Upgrade  
Extract Ventilation

Wall Insulation

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Agenda Item 8

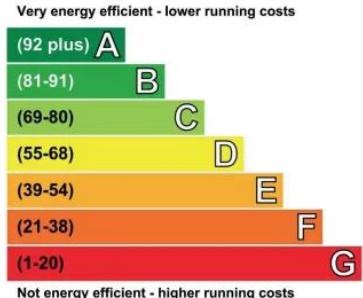


## CONTENTS:

- ❖ **Retrofit Programme Update:**
- ❖ **Properties and Measures Targets 25/26**
  - ❖ SHF Wave 3
  - ❖ Swedish Cottages
  - ❖ Conservation Area Windows
- ❖ **Retrofit - Future Projects:**
  - ❖ Winnall
  - ❖ Blocks: Multi-Unit Properties
- ❖ **Tenant Engagement**

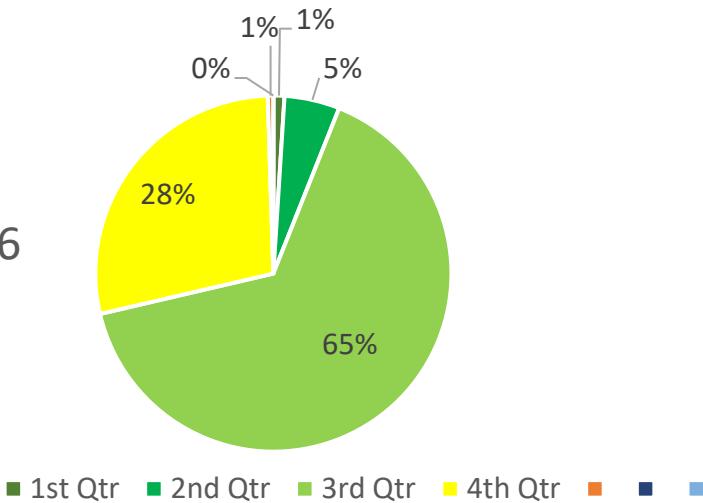
## Retrofit Programme Total 2025/2026 - Target

	PREVIOUS TARGET PROPERTIES	PREVIOUS TARGET MEASURES	NEW TARGET PROPERTIES	NEW TARGET MEASURES	NO. OF TARGET EPC C UPLIFTS	DELIVERED PROPERTIES	DELIVERED MEASURES	EPC C ACHIEVED	WCC EPC C AND ABOVE TRACKER
SHDF SWEDISH COTTAGES			14	28	0	14	27		Currently 71%
SHF – WAVE 3	195	1170	120	600	120	3	9		2%
ENERGY ASSESSMENT CONSERVATION AREA	195		195			17			
SINGLE GLAZED	43	65	22	44	3	15	24		
<b>OTHER MEASURES RESPONSE:</b>									
RESPONSE CWI + LI						45	51		
<b>RESPONSE WHOLE HOUSE</b>									
<b>OTHER MEASURES PLANNED</b>									
PLANNED WINDOWS:	100	100	160	160	0	24	24		
<b>TOTAL:</b>	<b>308</b>	<b>1335</b>	<b>256</b>	<b>772</b>	<b>123</b>	<b>101</b>	<b>135</b>		<b>73%</b>

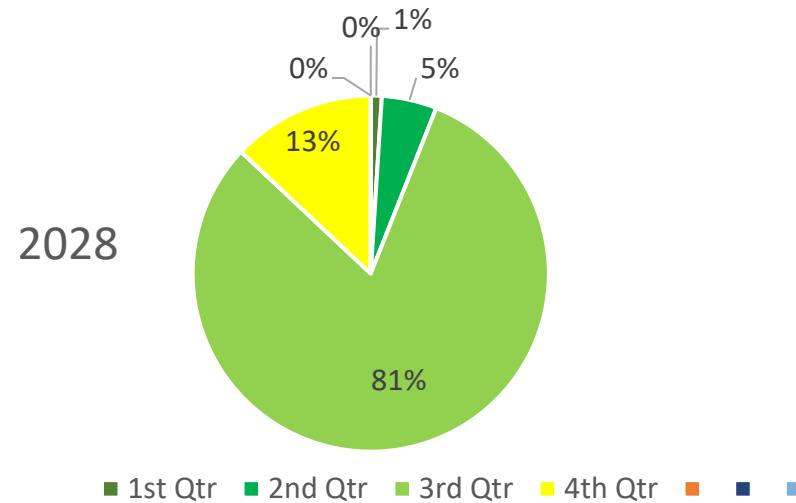


## ANTICIPATED EPC UPLIFT BY SHF + 2025 DELIVERY PROGRAMMES

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2028



■ 1st Qtr ■ 2nd Qtr ■ 3rd Qtr ■ 4th Qtr ■ ■ ■

■ 1st Qtr ■ 2nd Qtr ■ 3rd Qtr ■ 4th Qtr ■ ■ ■

Note:  $13\% \text{ of } 5055 = 657$  (+/-330 per year from 2028 – 2030)  
 numbers exclude EPC uplift through Multi-unit Blocks  
 Programme, Winnall , Planned Maintenance and Mechanical or  
 Electrical upgrades works



- ❖ **EPC targets improved by 3% over 26-28, due to:**
  - ❖ Reorganised delivery for increased numbers in 27-28
  - ❖ Analysis of how we streamline delivery
  - ❖ Improved costs

## SWEDISH COTTAGES

- 14 homes with new roofs and new windows
- New contractor appointed for Final remedial works - underway
- Swedish Customer Matrix completed by Retrofit and Housing Services
- Internal Meeting held to agree next steps:
  - Complete Roof and Windows to remaining 3 properties
  - Work with 4<sup>th</sup> Site: Coles Mede, Otterbourne
  - Complete remedial works and necessary repairs to make homes draft proof
  - Revise specification: smart heating to achieve EPC C
  - RLO alongside Housing Options and Housing Services to create individual business plans for each home



## CONSERVATION WINDOWS SINGLE GLAZED

- 15 out of 22 Homes Completed
- Ventilation to 15 homes upgraded, 9 homes remain
- 8 of 30 Window properties fall within year 26/27
- 13 of 33 to move to EPC C

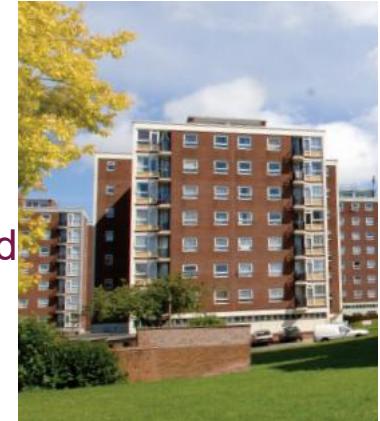


## AUDIT PROPERTIES

- 40 loft hatches installed, 99 loft hatches to be installed
- 30 properties from Year 23/24 retrofit properties surveyed and audited
- Next steps: Property list and data to be checked. Clerk of works to sample further properties with the Contractor.

## Winnall Retrofit

- Options Appraisal Complete and Presented to internal Stakeholders
- Collaboration with Planned and Compliance Teams
- Define scope, high level costs and key milestones to be documented
- Possible technologies: Solar and ASHP
- Funding to be investigated



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## Blocks Retrofit

- 12 Blocks identified – Energy assessments in place. Pilot Blocks to be selected following surveys, collaboration with Planned Stock Condition Report
- Procurement has begun
- Tenant Engagement Strategies begun
- Project Plan/Programme drafted, next draft underway



*RESIDENT LIAISON OFFICER*

*In Place*

*Swedish Cottages - Phase 3 In person Home visits*

*February*

*Tenant Engagement Strategies for new programmes + EqIA*    *In Progress*

*SHF and Window Programme - In person visits*

*October onwards*

*Solar Panel Agreement – In person visits*

*October onwards*

*SHF Programme Video Development: <https://f.io/uY2SdO2E>*    *January*

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# Agenda Item 9

CAB3534(H)  
CABINET COMMITTEE: HOUSING

REPORT TITLE: HOUSING STRATEGY 2023-2028 - REVIEW OF YEAR 2

2 FEBRUARY 2026

REPORT OF CABINET MEMBER: Cllr Mark Reach and Cllr Kathleen Becker

Contact Officer: Karen Thorburn Tel No: 01962 848 076 Email kthorburn@winchester.gov.uk

WARD(S): ALL

## PURPOSE

The report directly aligns with the council's priority of delivering 'Good Homes for All,' which is integral to the Council Plan.

It builds upon the Housing Strategy 2023 to 2028, adopted by the Cabinet Committee: Housing (CAB3410(H)) in November 2023. The Housing Strategy provides a high-level vision and the framework for achieving housing aspirations and meeting the diverse needs of residents. Its focus is on ensuring that households can live in energy-efficient, safe homes, within sustainable neighbourhoods, all in line with national housing policy, the Council Plan, and the Local Plan.

The Housing Strategy 2023 to 2028 outlines four key objectives, each aimed at improving the housing landscape by 2028. To ensure successful implementation, a delivery plan was also adopted in November 2023.

It was agreed at Cabinet Committee: Housing in November 2023 that an update would be provided to the committee regarding the progress of the four objectives in the action plan. This report in the second update since 2023 that highlights the progress made towards achieving these objectives since the strategy's adoption, identifies challenges encountered during this period, and discusses emerging challenges that have surfaced since November 2024. Additionally, it updates the action plan, outlining the next steps to continue to achieve the four key housing objectives.

**RECOMMENDATIONS:**

**That Cabinet Committee: Housing:**

1. Notes the progress of the objectives against year 2 of the Housing Strategy delivery plan as outlined in the report.
2. Notes the emerging challenges that have arisen since November 2024.
3. Approves the amended delivery action plan for 2023-2028.

## 1 COUNCIL PLAN OUTCOME

### 1.1 Greener Faster

1.2 'Greener Homes' is one of the key strategic objectives within the Housing Strategy 2023 to 2028 and will help develop and support a greener district and address the climate emergency. Delivering high-quality energy efficient new homes, improving existing council homes through the retrofit carbon reduction programme and by promoting government energy efficiency schemes to help improve poor energy performing homes within the private sector housing stock.

### 1.3 Thriving Places

1.4 The delivery of the housing strategy brings benefits to the local economy; there is a clear connection between good quality housing and a vibrant economy.

### 1.5 Healthy Communities

1.6 Where we live and the quality of our immediate environment has a huge impact on the quality of life and wellbeing of our residents. The key strategic objectives of the Housing Strategy will help people to live well through the positive impact a safe and affordable home has on residents, neighbourhoods, and communities.

### 1.7 Good Homes for All

1.8 More 'Homes for all' is a key strategic objective within the housing strategy to achieve the development of high quality and affordable homes and to enable other housing providers to maximise the amount of new affordable housing delivered across the district.

### 1.9 Efficient and Effective

1.10 The annual reporting to Cabinet Committee Housing ensures the strategy delivery is on track and responsive to performance data. The report presents a clear risk register detailing emerging and existing risks with mitigation actions which is supporting proactive oversight.

### 1.11 Listening and Learning

1.12 The Housing Strategy, as a 5-year live document, will engage with tenants and residents across the district with an aim to capture wider representative views through digital surveys, focus groups, meeting with established community and faith groups and through organised neighbourhood and community events.

## 2 FINANCIAL IMPLICATIONS

- 2.1 The HRA budget and business plan will ensure the key objectives of the Housing Strategy remain deliverable over the 5-year delivery plan.
- 2.2 The strategic housing General Fund budget, reserve fund and various housing grants directly received from central government are in place to help deliver on the strategic homelessness objectives within the Housing Strategy. However, reductions in government homelessness support through the annual allocation of the Homeless Prevention Grant may reduce or stop the delivery of the discretionary grant elements of the housing options service.
- 2.3 Hampshire County Council - Social Inclusion funding for the support element of stage 2 accommodation will end on 31.03.26 which will result in the loss of key supported housing provision which could result in an increase of homelessness approaches made to the council.
- 2.4 National housing policy may shift its focus and new priorities emerge, but it is anticipated that the key objectives within the Housing Strategy will remain relevant but the way we fund and deliver them over the 5-year plan may need to change.

## 3 LEGAL AND PROCUREMENT IMPLICATIONS

- 3.1 The Local Government Act 2003 requires all local housing authorities to publish a Housing Strategy setting out a vision for housing within its district. The council has a range of statutory duties relating to housing, homelessness and reviewing housing conditions. The Housing Strategy will assist the council in meeting those duties.
- 3.2 All works commissioned to meet the Housing Strategy objectives included in this strategy will be procured in accordance with the council's contract procurement rules and national procurement legislation and supported by the procurement team as appropriate.

## 4 WORKFORCE IMPLICATIONS

- 4.1 There are various workforce implications from the provisions of the Housing Strategy itself in addition to the impact of existing and the potential of new legislation. For example, full asylum dispersal, the Social Housing Regulation Act, the Renters Rights Act, and the legal requirement to produce a supported housing strategy and other government initiatives which may evolve during the term of this Strategy.
- 4.2 Any increase in the new build delivery programme and any additional rounds of the Local Housing Authority Fund (LAHF) will have resource implications for the service and other services such as the New Homes team, Finance and Legal teams. As is the potential to move towards a policy focused on acquiring new homes already built on s106 sites.

- 4.3 Any changes to funding such as the reduction of the government's Homeless Prevention Grant, Homes for Ukraine, and the Disabled Facilities Grant allocation will all impact on teams and service resources and the ability to maximise the opportunities presented.
- 4.4 Any legislation and policy change impacts that affect the strategy during its term will be assessed at that time and either the workforce or the Strategy will be adjusted accordingly.

## 5 PROPERTY AND ASSET IMPLICATIONS

- 5.1 The Housing Strategy will seek to make best use of all housing assets and links within provisions of other related strategies and policies such as the Local Plan, New Homes Housing Development Strategy, and the HRA Asset Management Strategy

## 6 CONSULTATION AND COMMUNICATION

- 6.1 The Housing Strategy was developed in consultation with residents and tenants, key stakeholders from statutory organisations and voluntary agencies, Registered Providers and Letting agencies. It also captured senior officer, and key Member views and staff views through focus groups. Consultation was in the form of a resident and a stakeholder online survey, virtual meetings, and workshops.
- 6.2 The updated delivery plan and the plan for 2026-27 was reviewed with all the officers involved in the delivery of the action plan and will be discussed through a variety of forums such as the Registers Providers forum, Homeless Forum, and TACT board where appropriate.

## 7 ENVIRONMENTAL CONSIDERATIONS

- 7.1 The Housing Strategy aims to minimise the environmental impact of the existing housing stock and future housing development in the interest of climate change. Throughout the 5-year life span of the strategy, the council will work with policy makers, developers, and private and social landlords to maximise resource efficiencies and to ensure optimum use of sustainable construction techniques.

## 8 PUBLIC SECTOR EQUALITY DUTY

- 8.1 The Housing Strategy will impact positively on significant numbers of individuals in housing need by increasing the supply of affordable homes in the district and by providing excellent quality housing advice to all. The strategy will prevent and relieve homelessness in the district and create sustainable and diverse communities.

## 9 DATA PROTECTION IMPACT ASSESSMENT

- 9.1 None

10 RISK MANAGEMENT

Risk	Mitigation	Opportunities
<p>Financial Exposure</p> <p>Insufficient strategic housing budget to meet the statutory homelessness function due to the reductions in the government Homeless Preventing Grant. Discretionary housing support may be reduced or stopped.</p> <p>Hampshire County Council – Social Inclusion funding ceases 31.03.26. Loss of supporting funding for local key homelessness stakeholders</p> <p>HRA Budget restraints to deliver the New Homes Development Programme due to high interest rates and construction costs.</p>	<p>Budgetary control processes in place</p> <p>Partnership working and a review of the current Winchester homelessness pathway and models of provision is underway to complete this year to ensure best use of homelessness resources.</p> <p>Financial Appraisals underway to determine whether to bring services in house or use the Homeless Prevention Grant to procure the service.</p> <p>Remodelling the HRA Business Plan. Exploring alternative development options with Registered Providers and other stakeholders</p>	<p>Proactively seek and submit potential funding opportunities including MHCLG bids where applicable and appropriate.</p>
<p>Innovation</p> <p>The housing strategy is a high-level strategic plan that sets out the council's vision and housing objectives (2023-28) to meet the housing aspirations and needs of residents.</p>		<p>The council delivers on its strategic housing role, enabling households to live in safe homes and sustainable neighbourhoods</p>

Reputation	<p>The risk of not delivering on the housing strategy.</p>	<p>The housing strategy is a positive 5-year high- level plan that sets out the council vision for housing within its district, including on how the authority intends to manage and deliver its strategic housing role.</p>
Achievement of outcome	<p>Economic factors can lead to an increase in demand for statutory housing services. The housing market and the economy become unstable and therefore unable to meet some of the housing strategy key objectives due to an increased demand on existing resources.</p>	<p>Budgetary controls and processes in place.</p> <p>Robust monitoring of changes to the housing market and wider economy and review of demand figures.</p> <p>Developing joint working opportunities with partnership organisations.</p> <p>Maximise government investment and funding opportunities.</p> <p>Bi-Monthly monitoring of the housing strategy action plan by council officers.</p> <p>Annual reporting of the housing strategy delivery plan to Cabinet Committee: Housing</p>
Local Government Reorganisation		

<p>Reorganisation will mean merging new structures and decision-making processes which could slow down during the transitional period.</p> <p>Housing Projects, policy updates and funding approvals could be delayed which could affect delivery.</p>	<p>To create a 'transitional governance 'group to maintain continuity of housing decisions</p> <p>Explore the opportunity of delegated authority for urgent housing matters during the reorganisation</p>	<p>A larger combined authority could mean access to larger budgets, pooled resources, and economies of scale</p> <p>There could be more funding for affordable housing and therefore meet the strategies new homes target.</p>
<p><b>Property</b></p> <p>Not delivering and increasing the supply of affordable homes within the district</p>	<p>Making best use of all housing assets and links within provisions of other related strategies and policies such as the Local Plan, New Homes Housing Development Strategy and the HRA Asset Management Strategy</p>	
<p><b>Community Support</b></p> <p>Not improving the community housing opportunities of vulnerable and excluded households.</p>	<p>All stakeholders and partners commit to actions required in the Housing Strategy delivery plan. Continue to build on effective partnerships to deliver shared objectives</p>	<p>Stakeholders, tenants, and residents have had the opportunity to contribute to the housing strategy key objectives and will be involved in the 5-year delivery plan</p>
<p><b>Timescales</b></p> <p>Not meeting the housing strategy delivery plan timescales</p>	<p>The housing strategy is a 5-year live plan inviting scrutiny and benchmark performance to be reviewed annually by the Cabinet Committee: Housing.</p>	

	This paper outlines the progress made in the first year of the delivery plan	
Project capacity	There is current project capacity within various team delivery resources. The Housing Service will monitor the impact of local and national initiatives. Where appropriate support will be provided.	

## 11 SUPPORTING INFORMATION:

11.1 The Housing Strategy is a high-level strategic plan that sets out the council's housing vision and strategic objectives to ensure it meets the housing aspirations and needs of residents.

11.2 The Housing Strategy vision is not just to create new homes but to create high quality homes and adaptable new homes to meet local need, including a range of sizes and tenures. Homes that are energy efficient and affordable to run and that protect the natural environment, as well as investing in the existing housing stock to decarbonise the housing stock and reduce energy costs for our tenants.

11.3 The Housing Strategy has 4 objectives.

- Objective 1 - More Homes for All
- Objective 2 - Greener Homes
- Objective 3 - Homes that Better Meet Different Needs
- Objective 4 - Better Managed Homes, Better Neighbourhoods

11.4 It is important that the Housing Strategy is kept under review through the supporting 5-year delivery plan. It was agreed at Cabinet Committee: Housing in November 2023 that a yearly progress report would be presented back to Cabinet Committee: Housing. This paper outlines the progress made in the second year of the Strategy, against the action plan adopted in November 2023.

11.5 This paper will outline:

- a) The main achievements throughout 2025 against each objective & the challenges faced in the delivery of some of the objectives.

- b) New challenges and policies that have emerged since the adoption of the Housing Strategy Delivery Plan
- c) Outcomes and actions that the council wish to achieve in 2026/27 in respect of the Housing Strategy Delivery Plan.

11.6 Appendix 1 shows an overview of the status of each action against the four objectives.

11.7 Points 11.8 to 11.49 outline the main achievements in 2025.

### **More Homes For All**

11.8 The council has:

- Acquired 4 shared ownership and 6 affordable rented properties at the Kings Barton scheme in Winchester, with a further 136 units to be acquired over the next two financial years.
- Acquired 3 properties via the Local Authority Housing Fund programme.
- Converted an existing property into 6 new homes.

11.9 All these units have met needs identified by the council's housing register, homeless approaches and for low-cost shared ownership purchase.

11.10 Delivered a refreshed Housing Development Strategy (including a Rural Strategy section) to cover the 2025 to 2032 period. This strategy was adopted by Cabinet on 19<sup>th</sup> November 2025.

11.11 Engaged regularly on a 1:1 basis with Affordable Housing Providers to encourage a transparent and open dialogue between housing providers and the council. Updates have been provided at Cabinet Committee: Housing meetings. It is anticipated that 391 homes will be delivered in the Winchester District by Affordable Housing Providers (i.e. non-Winchester City Council affordable homes) during the 2025/26 financial year.

11.12 Regular review of the council's approach to affordable housing development considering identified local needs, market and economic conditions and environmental objectives. This has included market engagement with landowners and registered providers to assess s106 acquisition opportunities.

### **Greener Homes**

11.13 To date we have achieved 71% of council homes to a minimum SAP C against a target of 91% of homes by 2030.

11.14 HUG 2 ended earlier in 2025, for the length of the whole scheme 121 applications were received and 37 properties in the private rented sector received energy efficient improvements, the main installs were air source heat pumps and Solar PV. The latest scheme is Warmer Homes: Local grant which

targets both on and off gas properties, since the start of this scheme in May 2025 13 applications have been submitted, no works have yet been fully completed.

### **Homes that Better Meet Different Needs**

- 11.15 Adopted a new disabled facilities grants (DFG) policy 2025-2030 to enable residents to remain well and live independently in their own home. This policy was adopted as Cabinet Committee Housing in November 2025.
- 11.16 The council has maintained top quartile performance in preventing homelessness, with the use of emergency accommodation remaining within budget. The council has also maintained top quartile performance in families not being placed in bed and breakfast for more than six weeks and for not placing 16-17 year olds into bed and breakfast.
- 11.17 The council has developed an in-house housing first project which will provide accommodation and intensive support for up to 7 individuals who would otherwise be at risk of sleeping rough.
- 11.18 The council held two homelessness forums to provide opportunities for collaboration and consultation to develop the preventing homelessness and rough sleeping strategy 2025-2030.
- 11.19 Adopted the Preventing Homelessness and Rough Sleeping Strategy 2025-2030. This Strategy was adopted at the Cabinet Committee Housing in November 2025.
- 11.20 65 houses of multiple occupation have been licensed between November 2024 to November 2025 of those 65, 41 were licence renewals.
- 11.21 Increased the provision of safe places within the district of Winchester for survivors of Domestic Abuse by providing 3 extra units of accommodation in partnership with Trinity Winchester.
- 11.22 Successful in obtaining LAHF Round 3 funding to provide 3 units of temporary accommodation and 1 Unit of accommodation for Afghanistan resettlement scheme and submitted an expression of interest for LAHF round 4 funding.
- 11.23 Brought back into use 59 Colebrook Street, 6 units of temporary accommodation prioritised for Ukrainian Guests and Westgate place, providing 6 one bedroom flats for temporary accommodation.
- 11.24 Commissioned Trinity Winchester to provide detox accommodation through the Rough Sleeping Prevention and Recovery Grant.

**Better Managed Homes, Better Neighbourhoods**

- 11.25 The council have implemented an improvement plan to address the C3 Regulator of Social Housing judgement on safety and quality and transparency, influence, and accountability (TIA) . The Housing service have regular meetings with the regulator to assure the regulator and the council of the progress ensuring tenants homes are safe and decent.
- 11.26 Strengthened our tenant engagement opportunities through using TSM survey results and feedback from TACT board to develop new locations to hold informal open housing improvement workshops across the district, focusing delivery of these in areas which reported highest levels of dissatisfaction.
- 11.27 Developed tenant engagement activities through Co-production group and Armchair reviewers to help us to review and co design policies and procedures.
- 11.28 Developed mechanisms for resident feedback around community safety and ASB to support residents to feel safe in their neighbourhoods.
- 11.29 Commissioned an external review of the housing landlord Anti-Social Behaviour (ASB) policy and processes listening to resident concerns and feedback provided as part of the 2023/24 TSM survey feedback. Developed 3 ASB policies; reviewed and updated ASB policy, created a new Hate crime policy and good neighbour policy in line with best practice, conducted tenant engagement to gather feedback on policies due to be presented to Cabinet Committee housing in February 2025.
- 11.30 Delivered improvements against the Safety and Quality consumer standard, disseminating reviewed and best practice policies for the 'big 6' (gas, electricals, lift, water, asbestos, and fire safety) with opportunities for tenant feedback on these. Conducted data validation across all compliance workstreams to deliver more robust data for internal and external scrutiny. Reviewed and updated key housing webpages making these more accessible and informative. Commissioned external resource to launch a 12-month stock condition programme to capture data about the condition of our homes.
- 11.31 Reviewed, refined, and disseminated a refreshed Damp, Mould and condensation strategy to include reference to new legislation –Awaab's Law from October 2025 with further tenant engagement opportunities during this review cycle. Reviewed and updated webpage and information around damp, mould, and condensation.
- 11.32 Achieved the Domestic Abuse Housing Alliance (DAHA) accreditation to improve the lives of those subject to domestic abuse. The council has 17 internal Domestic Abuse Ambassadors in place to support both staff and residents.

- 11.33 Launched a Registered Providers forum with the aim to agree the standards that residents can expect from any affordable housing landlord in the district. The forum met twice in 2025. Consultation opportunities included what an effective tenancy ready programme would look like, lettings process and sharing best practice.
- 11.34 Implemented a tenancy ready programme for households who reside in the council's temporary accommodation to support them to move on successfully into their own homes. The tenancy ready worker will support 25 households at any given time.
- 11.35 Provided funding via the rough sleeping prevention and recovery fund to support the delivery of an enhanced weekend outreach service in partnership with Trinity Winchester. This service enables Trinity Day centre to open at weekend to support those individuals in crisis.
- 11.36 Successfully managed the closure of West View House, 29 bed supported housing provisions. All residents were offered a housing option to prevent their homelessness.
- 11.37 A service review of the tenancy management offer to council's tenants has been undertaken to ensure a central point of contact is established between a tenant and the different housing teams to provide a coordinated and seamless service response to tenant approaches and complaints with the Housing Officer role being that 'single point of contact'.
- 11.38 The Tenancy Services review helped to inform a restructure in the Landlord Services team which delivered:
  - More Housing Officers to deliver the vision of a 'single point of contact' for our customers through strong local patch focus and embedding consistency in the service offer across those patches.
  - The Tenancy Team has been renamed the Housing Management team to give clarity to their roles and responsibilities.
  - A specialist Anti-Social Behaviour (ASB) Officer role to help improve the customer experience and our response to reports of and managing ASB.
  - A combined customer contact team responsible for providing a right first-time service to our customers to help improve the customer experience.
  - The provision of the right support at the right time by moving the Tenancy Sustainment team under the line management of the Income Manager to enable cohesiveness in service delivery to ensure customers have access to the right support to help manage their homes/ sustain their tenancies.
  - A Building Safety team to drive the focus on the safety and quality standard and ensure compliance with the Big '6.'
  - The creation of a centralised data team to ensure one version of the truth for data management across all systems.
  - The creation of an Area Property Surveyor team leader role to lead the Surveyor team and the team responding to damp and mould arising from Awabs law.

- A combined team responsible for our estates and communities by moving the Neighbourhoods team to the Housing Estates team.

11.39 Successfully applied for grant funding for the Legacy Plus Project of £37K, it commenced in October 2025 for a 12-month period. The project was funded as a collaboration between the Police & Crime Commissioner's ASB Task Force grant fund (£10K), the Yellow Brick Road Project via a Lottery Funding Bid (£20K) and an internal WCC Strategic Housing grant from the RSI Fund (£7K).

11.40 Put in place additional partnership patrols to manage ASB hot spot locations for a 12month period via a grant fund of £20,536.00 passported from the OPCC via the Home Office, Safer Streets funding.

11.41 Reviewed and sought Cabinet approval to an alternative procurement approach to meet the further needs of the authority.

11.42 Identified the requirement for the Property Services team to have requisite technical expertise and identified, recruited, and implemented a robust structure to create the building safety team and significantly bring compliance back to regulatory standards.

11.43 Identified and recruited new Asset planned and maintenance manager and embedded in to team driving performance/ownership and culture.

11.44 Commenced stock condition surveys and accelerated programme for a 12-month completion and in 2025 over 1800 properties were visited and inspected.

11.45 Procured new contracts for Lifts, Fire remediation, Fire consultancy, and True Compliance to measure and manage out compliance requirements. Gas and Electric go live Phase 1 year end 2025.

11.46 Commenced procurement of the Repairs & Maintenance, voids, planned Kitchen & Bathroom contracts for go live August 2026; demobilisation and Mobilisation is a significant challenge.

11.47 Commenced procurement of Gas & Electric requirements for go live in March 2026.

11.48 Cabinet Committee Housing in November 2025, Adopted the Big 6 compliance policies and procedures for Gas, Electric, asbestos, Fire , Water Hygiene, LOLER (Lifts)

11.49 Adopted and implemented Damp, Mould and Condensation policy to cover Awaab's Law.

**New Challenges for year 3 (2026/27) since the adoption of the Housing Strategy Delivery Plan 2023-2028**

11.50 Hampshire County Council's decision to withdraw all social inclusion funding from March 2026, resulting in the withdrawal of the funding that provides support to 13 vulnerable households at 84- 86 Sussex Street and a small grant to The Beacon, Winchester.

11.51 The implementation of the 'Renters Rights Act' which will see the biggest shake up in private sector housing in 50 years. The first and second parts of this act will be enacted on the 27th of December 2025 and 1st May 2026, respectively.

11.52 The key impacts of the Renter Rights Act 2025 are.

- End Section 21 "No-Fault" Evictions
- Abolish Fixed-Term Tenancies and introduce Assured Periodic Tenancies
- Introduce rent regulation and limit rent increases to once a year.
- Ban rental bidding and rent in advance.
- Reform possession grounds so they are fair for both landlords and tenants.
- Make it illegal to discriminate against renters who have children or receive benefits.
- Require landlords to consider tenants requests for pets.
- Strengthen both council enforcement and rent repayment orders.
- Introduce the Decent Homes Standard into the PRS
- Introduce Awaab's Law into the PRS
- Create a mandatory database which PRS landlords will have to register with and pay an annual fee. The council will be required to monitor registration and take enforcement action when a breach or noncompliance is identified. The council will also receive any income generated from registration, and any income received from fines issued for non-compliance.
- Create a new PRS Ombudsman service.

11.53 Breaches of the above are offences, and the act imposes a new duty to enforce on Local Authorities, so the expectation will be for the council to investigate these breaches, and where appropriate take formal action through a civil penalty fine of up to £40,000.00. There is also the expectation that the council will use income generation from civil penalties to fund resources and investigations. The council will need additional resources to ensure it is fully compliant with these changes, and able to effectively deliver the Renters Rights Act and continue to be compliant with the council's corporate goals.

11.54 The Winchester district has approximately 8,600 privately rented properties and the council received £34,533.77 in new burdens (£4.00 per privately rented property.) This is less than expected and is not enough to resource an officer to tackle these new offences, however the proposal is to employ an apprentice to complete the Level 4 Regulatory Compliance Officer

Apprenticeship which has been designed specifically around the new requirements of the Renters Rights Act.

- 11.55 To start the review and implementation of the Supported Housing strategy in partnership with HCC's Adult and Social care as part of the Social Care Act 2023. This will involve a full housing needs assessment for all residents requiring supported accommodation, determine the future need and an assessment of the accommodation available to meet those needs which will inform the strategy.
- 11.56 The supported housing strategy will also include the council's new duties to license supported housing accommodation and enforce any breaches of the licences.
- 11.57 The council will receive New Burdens funding to support the implementation of the strategy, the council will receive £47,856 for 2025/26, there will also be funding for future years, but the amount is not yet known.
- 11.58 A self-referral to the Regulator of Social Housing leading to a regulatory judgement of C3 grading for safety and quality and Transparency, Influence & Accountability consumer standards has directed priorities and resourcing requirements to this work with ongoing regulatory engagement activities to demonstrate commitment and evidence of continual progress and improvements since the judgement was issued in April 2025.
- 11.59 To start to prepare the Housing Service for Local Government Reorganisation (LGR) and this could present a significant new challenge for the Housing Service and its delivery plan. The next year will see discussions and work towards a new governance and operational structure that will require alignment of policies, priorities, and resources across multiple authorities. Existing strategies, including Winchester's Housing Strategy, must adapt to ensure continuity of housing provision while accommodating new regional objectives and frameworks. This process will demand additional capacity for collaboration, data integration, and stakeholder engagement, as well as flexibility to respond to evolving legislative and financial implications.

### **New Outcomes and actions for 2026/27**

#### **Homes that better meet different needs**

- 11.60 To adopt a Supported Housing Strategy.
- 11.61 Provide an alternative source of support for the residents of 84-86 Sussex Street considering HCC withdrawing funding from 01.04.26.

#### **Better managed homes, better neighbourhoods**

- 11.62 To implement the requirements of the Renters Rights Act 2025.

- 11.63 To continue to ensure compliance with the Regulator of Social Housing regulatory framework and the HOS complaints handling code.
- 11.64 To continue the council's commitment to retrofit council homes through Fabric First retrofit programme.
- 11.65 Continue work to develop and enhance housing systems to enable more system driven work, increasing efficiencies and providing 360 views of the customer for all housing teams to deliver an improved customer experience through initiative-taking case management and more joined up system working.
- 11.66 To develop improved reporting mechanisms using BI driven reporting tools to create accessible and transparent reporting information for tenants, TACT Board and colleagues delivering services across our homes and neighbourhoods.
- 11.67 Launch a customer voice panel focused on equality, diversity, and inclusion to improve our service delivery tailoring services to the needs of our customers through tenant led work in partnership with officers.

#### **More Homes For All**

- 11.68 Review council-owned land to identify viable new build opportunities in areas of demonstrable need.
- 11.69 Evaluate S106 acquisition opportunities to provide a cost-effective alternative approach to new homes delivery and to facilitate the continued delivery of housing supply in the district.

#### **12 OTHER OPTIONS CONSIDERED AND REJECTED**

- 12.1 No other options have been considered and rejected as when the Housing Strategy 2023/28 was approved at Cabinet Committee: Housing in November 2023 a commitment was made that the delivery plan setting out the agreed key housing strategy objectives would be annually reviewed to monitor progress at Cabinet Committee: Housing. This is the second annual review report.

#### BACKGROUND DOCUMENTS:-

##### Previous Committee Reports:-

CAB3410(H) Housing strategy 2023-2028  
CAB3491(H) Housing Strategy 23-28 progress and update

##### Other Background Documents:- None

APPENDICES: Appendix 1- Updated Housing Strategy Action Plan 2023-2030

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Appendix 1**Objective 1 - More Homes for All**

More homes for all to deliver and enable high quality and affordable homes, that meet identified needs and address the climate change emergency, creating housing that people choose to live in and are proud to call their home

Key Objectives	What will we do	When will we do it	Lead Officer	Progress
1. Delivered 659 of new affordable housing targeted to meet needs identified by the council's housing register.	<p>Through a mixed economy of supply, including council commissioned building, acquisition of S106 homes and off the shelf purchases of new and existing homes.</p> <p>Develop a range of housing types and tenures in a variety of geographical areas to meet local needs. Including - general needs and supported housing/housing for older persons (e.g. extra care housing) in response to</p>	2028	Service Lead - New Homes	<p>659 new affordable homes delivered that are of adequate size and design to meet both current and future needs of occupants.</p> <p><b>Delivered 332 new homes between start 2020 and end 2025.</b></p> <p><b>A further 5 units are under construction at Woodman Close in Sparsholt.</b></p>

	<p>priorities identified in specific strategies e.g. the Older Persons, Specialist and Supported Housing Strategies (Objective 3).</p> <p>Develop (at least) 2 new extra care schemes in the district.</p>			
2. Develop and agree a Council and Registered Provider Development Strategy.	<p>Co-produce a Strategy using the RP Forum as a vehicle.</p> <p>Strategic meetings with RPs to discuss scheme specific opportunities as part of RP Forum/Development Sub-Group.</p>	2024	<p>Service Lead - New Homes</p>	<p>Strategy development programme is adopted, maximising all funding opportunities for affordable housing delivery in Winchester.</p> <p>Action complete. RP's reluctant to attend an open forum with other RPs to share development plans. Regularly engaging with RPs on a 1:1 basis which allows more open and transparent dialogue.</p> <p>New Homes / RP development plan updates are a standing agenda item at Cabinet Committee: Housing.</p>
3. Deliver a joined-up approach for the enabling and council delivery of low- cost shared ownerships properties that are affordable.	Establish RP Forum (as above).	2024	<p>Service Lead - New Homes</p>	<p>An approach is agreed and adopted.</p> <p>Action complete – regularly engaging with RPs on a 1:1 basis which allows more open and transparent dialogue.</p>

4. Support the Local Planning Authorities (WCC and SDNPA) to deliver additional affordable housing of a quality that meets local needs.	Support the Local Plan review.  Support Development Management consider planning applications.	On-going	Service Lead - New Homes	<p>Additional new affordable homes.</p> <p>Ongoing Local Plan support and engagement with Development Management colleagues.</p> <p>Influencing S106 agreements to ensure appropriate tenure and mix.</p> <p>Contributed to Local Plan policies.</p>
5. Work on the Next Generation Winchester project - to explore and address barriers to buy a new home and privately rent.  Page 53	<p>Shared ownership - Make it more attractive / myth busting.</p> <p>Shared ownership – look at options to address limitations of shared ownership as an option for young people i.e. localised schemes and local connection.</p> <p>Review of approach to local connection.</p> <p>Build in flexibility to scheme of allocation.</p> <p>Develop Next Generation webpage as a resource with bite sized guides on the areas of interest.</p>	2028 and on going	Service Lead - New Homes	<p>Reduced barriers to buying a home and privately renting for young people.</p> <p>A revised shared ownership policy was adopted by the council at the Cabinet Member for Housing Decision Day on 11 December 2024 to bring the council in line with Homes England guidance.</p> <p>This objective has been captured through low-cost homeownership options and the introduction of a Housing Company in May 2024, which offers an alternative private rented option.</p>

6. Maximise Home England and other Government investment and funding to deliver more affordable homes	On-going membership of Wayfarer consortium.  Liaison with Homes England and Government Departments.  Supporting other RPs secure funding.	On-going	Service Lead - New Homes	More Investment and other government funding is obtained to deliver more affordable homes.  <span style="color: green;">Ongoing engagement with Wayfarer consortium (including RPs and other stock-owning authorities) and Homes England contacts.</span>
7. Work with local communities and Parish Councils to deliver affordable housing in rural areas	Relaunch rural exception site enabling and promotion.	2025	Service Lead - New Homes	New joint Rural Enabler post with a LA.  More affordable housing is delivered in rural areas.  <span style="color: green;">Rural Enabler post not pursued. Engagement with RPs, Community Land Trusts and Ward Members a more cost-effective delivery approach.</span>  <span style="color: green;">Rural Strategy paper to be produced as part of the Housing Development Strategy 2021-2030 update.</span>  <span style="color: green;">Rural Strategy section included within the refreshed Housing Development Strategy 2025-2032 which was adopted by Cabinet on 19 November 2025.</span>
8. Deliver different tenure offers through the Local Housing – Venta Living Limited.	Identify further development opportunities.	2025	Service Lead - New Homes	More of different types of tenure delivered.  <span style="color: green;">Ongoing action - new opportunities for Venta Living schemes considered on a scheme-by-scheme basis.</span>

9. Regularly review our approach to affordable housing development in the light of identified local needs, market and economic conditions and environmental objectives.	Annual review and update of the Housing Development Strategy.  Develop and implement a market engagement strategy to facilitate the acquisition of S106 and other new homes for affordable housing.	On-going  2024	Service Lead - New Homes	Approach is reviewed, and any necessary changes to delivery are adopted as a result.  <a href="#">Refreshed Housing Development Strategy 2025-2032 adopted by Cabinet on 19 November 2025.</a>
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## Objective 2 - Greener Homes

Develop and support the delivery of high-quality homes to meet resident housing need by promoting new homes that limit carbon emissions. That are energy efficient in construction and in use, that are healthy to live in and affordable to run to reduce fuel poverty.

Objectives	What will we do	When will we do it	Lead Officer	Progress
1. All new council developed homes are built to high sustainability and Council Local Plan standards.	Develop sustainability objectives and standards applicable to all new council homes.	2024	Service Lead - New Homes	New set of Employers Requirements, developed in conjunction with Employers Agent.  <a href="#">Ongoing review of sustainability standards and products.</a>  <a href="#">Employer's Requirements update in 2025.</a>  <a href="#">Housing Development Strategy 2021-2030 update in 2025.</a>

				<p>New New Homes and Housing are in the process of updating the Employer's Requirements for new build schemes.</p> <p>Refreshed Housing Development Strategy 2025-2032 adopted by Cabinet on 19 November 2025.</p>
2. Deliver on the existing council housing retrofit carbon reduction programme to achieve more energy efficient performing council homes	Move 91% of council homes to minimum SAP C rating by 2028.	2028	Service Lead – Landlord Services	<p>All Council homes being SAP C by 2030.</p> <p>As of December 2024, 71% of council homes meet SAP rating C.</p>
3. Deliver on the 'Social Housing Decarbonisation Fund' programme to enhance the energy efficiency of the worst performing council homes.	Spend the £537k SHDF grant (plus WCC match funding) on retrofit of 19 Swedish Homes and 350 loft insulation top-ups.	2025	Service Lead – Landlord Services	<p><b>Swedish Cottages:</b> Spend £980k including urgent weatherproofing £2.32 carried over</p> <p><b>SHF- Wave 3-</b> Revised Budget £3.505 million, Revised target due to administrative delay in programme, potential adjustments and alternative delivery contractors investigated to accelerate delivery in Q4 Average cost per property raised from £19k to £25k</p> <p><b>Window Programme</b> Revised Budget £0.180m (24 properties)</p> <p><b>Winnall Options Appraisal</b> Spend £0.09m</p>

<p>4. Deliver on the Homes Upgrade Grant (HUG2) programme to upgrade the energy efficiency of the private housing stock – supporting residents on low incomes.</p> <p>Page 57</p>	<p>Promote the HUG scheme to all eligible residents, working as part of a consortium with Portsmouth City Council.</p>	<p>2025</p>	<p>Service Lead - Strategic Housing</p>	<p>Increased the number of eligible households applying and being successful in obtaining grant funding for the various energy efficiency measures.</p> <p>No applications were received between 01.12.24 and 30.11.25, however between week 48 2024 (25/11/24-01/12/24) and week 19 2025 (5/05/25-11/05/25) 10 properties were completed. For the length of the scheme the main installs were Air source heat pumps (14) and Solar PV (20).</p> <p>Overall completion for HUG2 was 121 applications were received and 37 properties received energy efficient improvements.</p> <p>The latest scheme is Warmer Homes: Local Grant which targets both on and off gas properties: Between 05<sup>th</sup> May 25 and 24<sup>th</sup> Nov 25 12 interests were received with 13 applications being submitted between 04/08/25 and 24/11/25. No properties have been completed.</p>
<p>5. Explore financial incentives and green grant opportunities through the 'Warmer Homes' Initiative' to help improve poor energy preforming homes within the private sector housing stock.</p>	<p>Promote the HUG scheme to all eligible residents, working as part of a consortium with Portsmouth City Council.</p> <p>To continue to investigate any new initiatives such as the Great British Insulation Scheme.</p>	<p>On-going</p>	<p>Service Lead - Strategic Housing</p>	<p>To increase the number of eligible households applying and being successful in obtaining grant funding for the various energy efficiency measures.</p>

6. Introduce a climate change/greener homes tenant engagement and carbon literacy training programme.	Develop a Resident Engagement Strategy for the Energy saving homes project.	2024	Service Lead – Landlord Service Lead	A training programme introduced and implemented.  <a href="#">A Tenant engagement strategy for Energy saving homes has been developed with work ongoing to develop specific plans for each programme. Tenant specific training and engagement in carbon literacy programme will be explored</a>
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### Objective 3 - Homes That Better Meet Different Needs

Improving the housing opportunities of vulnerable households, those in housing need, homeless, or at risk of becoming homeless and for an ageing population which often require specialist accommodation.

Objectives	What will we do	When will we do it	Lead Officer	Progress
1. Develop an Older Persons Accommodation Strategy.	Develop an older person's strategy in collaboration with statutory and voluntary stakeholders to meet the current and future housing aspirations of older persons residents.	2026	Service Lead - Strategic Housing	Older Persons Accommodation Strategy developed and adopted.  <a href="#">Scoping paper presented to EHP on 20 February 2024.</a>  <a href="#">Project start date delayed until 2026, due to competing project demands.</a>
2. Increase delivery of age friendly housing, different models for different needs.	New affordable homes to Building Regulations Part M4 2/3 standards.  Work with Local Planning Authorities to develop	2028/29	Service Lead - New Homes	The delivery of increased provision within the district, meeting the housing needs of the residents.  <a href="#">Project to start in 2025 in partnership with HCC and other Hampshire Authorities</a>

	<p>planning policies to require the same standards in the market sector.</p> <p>Develop new specialised older persons/extra care housing as set out in the Older Persons Strategy.</p>			
3. Develop specialist accommodation – extra care and remodelling existing provision.	Develop 2 new extra care schemes within the district.	2028/29	Service Lead - New Homes	<p>2 new extra schemes completed by 2030/2031.</p> <p>Hampshire County Council have completed a review of housing need, and this will need to form part of the Older Persons Accommodation Strategy review in 2026.</p>
4. Develop a Supported Housing Accommodation Strategy.	Develop a supported Housing Accommodation Strategy in collaboration with all 11 districts and Hampshire County council to include Extra Care, housing for homelessness, housing for residents with Learning Disabilities and Mental health.	2025	Service Lead - Strategic Housing	<p>Supported Housing Accommodation Strategy develop and adopted.</p> <p>Project will start in March 2026 once Government guidance has been received.</p>

	The strategy will include mapping out the private sector offers to understand the current provision.			
5. Make best use of the Disabled Facilities Grant, providing adaptations, advice, and guidance to enable people to live well at home.	To continue to make best use of the DFG grant to enable residents to remain well in their home working within the new policy adopted in 2023.  Aim to eradicate the waiting list.	2025	Service Lead - Strategic Housing	<p>The DFG Better care fund fully utilised to enable as many residents as possible to remain well in their own homes.</p> <p><a href="#">New DFG policy adopted by Cabinet Committee Housing in November 2025</a></p>
6. Review and develop specialist temporary accommodation, supported housing, Housing First models of provision.	<p>To review the existing provision of TA, Supported Housing Accommodation and Housing First to ensure it is still fit for purpose, meets current need and can be resilient to future need.</p> <p>Carry out a need and demand assessment and GAP analysis to drive forward future need and</p>	2024/25  2024	Service Lead - Strategic Housing	<p>The provision of TA supported accommodation, and Housing First is developed with a pathway to permanent housing.</p> <p>The provision is adaptable to changing need and supports the most vulnerable in our community.</p> <p><a href="#">Developed 59 Colebrook Street and Westgate place for the use of Temporary accommodation. Providing a total of 12 bedspaces</a></p> <p><a href="#">Implemented an in-house 'housing first' programme which will provide up to 7 units of accommodation with intensive support</a></p>

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">P a r t e r s h i p p a c t i o n s a n d s u p p o r t f o r u m</p>	<p>provision to inform future planning and funding needs.</p>			<p>Increased the provision of safe places within the district of Winchester for survivors of Domestic Abuse by providing 3 extra units of accommodation in partnership with Trinity Winchester</p> <p>Commissioned Trinity Winchester to provide Detox accommodation through the Rough Sleeping Prevention and Recovery Grant</p> <p>Implemented a tenancy ready programme for households who reside council's temporary accommodation to support them to move on successfully into their own homes. The tenancy ready worker will support 25 households at any given time.</p> <p>Successful in obtaining 3 properties as part of LAHF round 3 or temporary accommodation</p>
<p>7. Review and adopt a preventing homelessness and rough sleeping strategy.</p>	<p>To review the existing Strategy and adopt a new one for 2025-2030</p> <p>Carry out consultation with service users and stakeholders</p> <p>To set out the main objectives and workstreams for the next 5 years in preventing homelessness across the district of Winchester</p>	<p>2025</p>	<p>Service Lead-Strategic Housing Options Manager</p>	<p>Data gathering and consultation process to begin in January 2025 with a report to EHP Committee in July 2025.</p> <p>Adopted a new Preventing Homelessness and Rough Sleeping Strategy 2025-2030 with a detailed action plan and involved consultation with service users, stakeholders and council staff.</p> <p>6 Weekly meetings have been set up to monitor progress of implementation against the action plan. Progress against the action plan will be reported to the homelessness forum annually.</p> <p>Homelessness Forum will be organised for Spring 2026</p>

Page 62	<p>8. Improve the quality and management of the Private Housing Sector to ensure it is fit for purpose and helps meet the challenges of climate change.</p>	<p>To develop a Private Landlords Forum to inform and support the Landlords and Letting Agents in our district.</p> <p>Continue to Licence HMO's.</p> <p>To explore and promote all energy efficient schemes/grants available to our residents.</p>	2024	<p>Service Lead - Strategic Housing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>The private sector landlords Forum is launched and improves private Landlord housing standards.</p> <p>Private Landlord Forum to be arranged in Jan/Feb 2026 to inform landlords and lettings agents about their roles and responsibilities considering the Renters Rights Act.</p> <p>65 HMO's have been licensed between November 24 to November 25</p>
	<p>9. Provide sanctuary to those escaping conflict and domestic abuse to settle and remain in the district.</p>	<p>To Continue to work in partnership with the Home Office, Hampshire County Council, and the Southeast Migration partnership to support households who are displaced through war and conflict (housing and community integration).</p>	On-going	<p>Service Lead - Strategic Housing</p> <p>Service Lead – Landlord Services</p>	<p>Increase the provision of safe and appropriate accommodation within the district.</p> <p>45 properties secured through the government LAHF R 1 &amp; 2 scheme to provide accommodation for Ukrainian guests and for Afghan families on the ARAP scheme.</p> <p>Increased access to accommodation for survivors of domestic abuse. 15 units secured across Hampshire for allocation across all 11 Local authorities.</p>

	To increase the delivery of appropriate accommodation and support services for residents who are experiencing or are/have been victims of domestic abuse so they can remain in the district.			<p>3 other spaces secured through support services in Winchester.</p> <p>Ready Homes have secured 14 properties for asylum seekers.</p> <p>9 family assisted through the community for Afghan scheme</p> <p>Successful in LAHF round 3 to provide one 4+ property for a family on the Afghan resettlement scheme and 3 units of temporary accommodation. The 3 temporary accommodation units have been secured.</p>
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Objective 4

#### Objective 4 - Better Managed Homes, Better Neighbourhoods.

Improving the immediate environment including the physical environment such as the cleanliness of streets and quality of green space; but also, how residents and communities feel about their neighbourhood – whether they feel safe, have a sense of community, and get on with their neighbours.

Objectives	What will we do	When will we do it	Lead Officer	Progress
1. Be proactive in resident engagement to create better neighbourhoods and improve customer insight.	Provide two Community Engagement Officers to engage with local communities, organise street briefs, local events.	2023/24 On-going	Service Lead – Landlord Services/ Corporate Head of Housing	<p>Communities feel empowered to have a say about the area where they live and feel involved in improvements to the location.</p> <p>Introduced and implemented a new TACT board and 4 new consumer standard groups to provide forums for continuous tenant engagement activities with a TACT tenant board member attached to each group.</p>

Page 64			<p>Carried out a Tenant Satisfaction Survey (TMS) in the autumn of 2024. Results and outcomes will be presented at Cabinet Committee: Housing in 2025.</p> <p>Community Engagement officers recruited.</p> <p>A service review of the tenancy management offer to council's tenants undertaken in August 2024 to December 2024 to ensure a central point of contact is established between a tenant and the different housing teams to provide a coordinated and seamless service response to tenants.</p> <p>The Housing Improvement workshops (previously called Consumer standard groups) run quarterly across the district continuing to provide open and inclusive tenant engagement forums with feedback shared back via TACT board to ensure tenant voice and feedback is known and heard. In 2025 the groups got a new name voted by tenants and changed location across the district using tenant feedback and dissatisfaction scores to inform which locations to hold sessions in.</p> <p>In August 2025 the Tenant Partnership team delivered a successful community event in Stanmore (an area highlighted in Tenant satisfaction surveys as dissatisfied) which was attended with 500 people attending across the day and good community and partnership support with stalls and activities which were family friendly.</p> <p>Community Hubs offering tenants a friendly and accessible space to talk to council officers about issues affecting their homes and neighbourhoods. These sessions make it easier for tenants to raise concerns, ask questions, and get advice on everything from repairs and tenancy matters to community safety and local environmental issues.</p>
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Page 65				<p>Held in local venues, Community Hubs help bring council services closer to where people live. Tenants have told us they value the opportunity to be listened to and supported face-to-face</p> <p>A festive lunch that welcomed 65 residents in Stanmore aged over 65 to the Sportsman's Club for food, entertainment and companionship was organised. The event was co-produced with local tenants and delivered in partnership with CARDO, A2Dominion and the Sportsman's Club. Local tenants played a key role in shaping the event – helping choose the venue, plan the menu and entertainment, review invitations, and donate. The Love Stanmore resident group is now planning further activities.</p> <p>Love Stanmore Action Day brought residents, council staff and partners together for a successful litter-picking event, organised in collaboration with CARDO. Volunteers of all ages took part, collecting a significant amount of litter and helping to improve the local environment. Provided an opportunity to foster community connections</p>
2. Deliver on the proposals set out in the governments ASB action plan in response to the feedback of the tenant satisfaction survey.	<p>Street Briefs, TACT meetings in place to feedback on Tenant Satisfaction Survey.</p> <p>Task &amp; Focus group in place to deliver against statutory duty.</p> <p>Complete Scrutiny exercises.</p>	2024/25 On-going.	Service Lead – Landlord Services / Corporate Head of Housing	<p>Working with RESOLVE, we undertook a review of our ASB service offer to ensure we improved our service and increased customer satisfaction with this aspect of the landlord service.</p> <p>The RESOLVE review enabled us to clarify what is and isn't ASB, informed the revision and development of all ASB policies to support the work of the team and improve and enabled the creation of permanent SSB officer to the team.</p>

3. Respond to the new Private Sector Housing regulatory requirements.	Plan and prepare for possible new legislation in the form of: Rent Reform Bill, Awaab's Law, Review of HHSRS and review of the new Decent Homes Standard.	2023/28.	Service Lead - Strategic Housing	<p>Implementation of new regulatory requirements within the necessary timeframes.</p> <p>Reviewed and prepared for the new regulatory requirements against resource implications. A new post, Private Sector Housing Officer has been created for 18 months and exploring the opportunity for an apprentice to start in February 2026</p> <p>Review of HHSRS system awaiting further guidance as consultation is still underway.</p>	
4. Improve the physical quality of social and private rented homes – setting out the next steps for damp and mould.	Implement and adopt a cross-tenure Damp and Mould Strategy/Action plan inclusive of clear processes on how residents can expect the council to deal and respond to damp and mould in their homes.	2023/24	Service Lead - Strategic Housing  Service Lead – Landlord Services	<p>Implemented and adopted the Damp and Mould Policy.</p> <p>Reduced reports of damp and mould.</p> <p>Measured improved levels of customer satisfaction.</p> <p>Adopted a cross-tenure Damp and Mould strategy to set out policy and landlord/tenant responsibilities.</p>	

5. To have reviewed and updated the Fire Safety Policy and the Housing Fire Safety Strategy to keep tenants safe in their homes	Deliver the requirements of the Building Safety Act and the Fire Safety Act.  Set up task & finish group to review fire safety policy to include any recommendations from external review and Grenfell enquiry	Annually.	Service Lead – Landlord Services	Compliance with new building safety statutory requirements.  Carried out a housing service self-assessment in September 2024, in line with the Social Housing Regulation Act 2023 and new consumer standards. The self-assessment work included commissioning an external service review in November 2024 to support and inform the safety and quality consumer standard and support the housing landlord fire safety improvement plan.  Fire Safety Management Group meetings scheduled with new management team in place to review and update the current Fire Strategy.  Implementation of action plan by March 2025 linked to recommendations in the external compliance review for fire safety.	
6. Achieve the Domestic Abuse Housing Alliance (DAHA)	Set up T&F groups to manage the delivery of the 8 standards.	2024	Service Lead – Corporate Head of	Domestic Abuse Housing Alliance' Accreditation.  Achieved the DAHA accreditation .	

accreditation to improve the lives of those who are subject to domestic abuse.			Housing / Service Lead - Strategic Housing	Extended the DAHA project lead role to March 2026 to ensure the council continue to meet the necessary requirements of the DAHA accreditation.
7. Develop a Registered Provider Forum to set the standard that residents can expect from any affordable housing landlord in the district.	A Registered Providers forum is set up with all the social landlords within the district.	2023/24	Service Lead - Strategic Housing	<p>A Registered Providers Forum is established, sharing best practice to improve standards for tenants and residents.</p> <p>Measured Improved levels of customer satisfaction.</p> <p><b>2 Registered Providers Forum in 2025</b></p>
8. Deliver on the White Paper – ‘Charter for Social Housing Residents’ reforms and requirements of the Social Housing Regulation Act 2023.	Conduct an annual tenant satisfaction survey to collect TSM submission data.  Results inform business planning.	2023/24 On- going	Corporate Head of Housing	<p>Improved tenant satisfaction survey results/rating.</p> <p>Measure performance TP06 – Listening to views.</p> <p>Measured Improved levels of customer satisfaction.</p> <p><b>Data on areas with higher dissatisfaction within the district directly influenced locations for Housing Improvement workshops (HIWs) along with feedback from TACT Board members from initial workshops. HIWs have been delivered across Stanmore, Winnall &amp; Highcliffe, Kingsworthy and Bishops Waltham responding directly to the Listening to views TSM measure. Actions and outcomes are published from these engagement</b></p>

Page 69			<p>sessions with tenant led decisions on topics to cover as part of partnership working for service improvements.</p> <p>Complaints handling continues to be an area for improvement and focus. Complaints awareness training and complaints handling training has been delivered across 2025 to housing colleagues with quarterly training sessions planned across 2026 to ensure this continues to remain a focus and whole service commitment. Complaints focus group has been launched in response to the TSM and tenant feedback which will bring closer working between the council and tenants to scrutinise and review our approach to complaints. Website improvements have been made to several pages working with tenants to ensure they are accessible and provide good information – Get involved page, repairs, compliance, adaptations and damp and mould have all been reviewed and updated. This work remains a priority to continue and work with tenants to improve the look and feel of our pages and make them easier to navigate based on TSM and tenant feedback through the HIWs.</p> <p>We launched new tenant engagement strategies for reviewing and co-producing policies – offering a digital and non-digital option. Invited tenants to attend focus sessions on repairs, solar panels and retrofit ensuring tenant voice was captured as part of this work.</p> <p>There has been a strong focus on compliance work, and a full stock condition programme was launched to capture updated information about the condition of our homes.</p> <p>Carried out a service review of our approach to Anti-social behaviour working with an external specialist who engaged with tenants, partner</p>
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				<p>agencies and staff. We have reviewed and launched a new digital repairs satisfaction survey to capture more feedback from tenants on their repairs experience. The TSM survey has been completed for 2025/26 with results showing an increase in satisfaction of 2%, work is underway to review in detail the results and agree an action plan.</p>
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**The 5-year delivery plan is a live document, to be annually reviewed at Cabinet Committee: Housing, the Registered Providers Forum, Homelessness Pathways Group and by Tenants and Residents. The plan will be updated as actions are completed and as the plan evolves. It will continue to monitor progress, inviting scrutiny to drive up quality and to benchmark performance.**

REPORT TITLE: ANTI SOCIAL BEHAVIOUR POLICIES

2 FEBRUARY 2026

REPORT OF CABINET MEMBER: Cllr Mark Reach, Good Homes

Contact Officer: Yvonne Anderson Tel No: 01962 848229 Email: yanderson@winchester.gov.uk

WARD(S): ALL WARDS

## PURPOSE

This paper aligns with the council priority 'good homes for all.'

The council's landlord services Anti- Social Behaviour (ASB) policies have been developed to:

- Improve the service to those tenants who suffer anti-social behaviour
- comply with the Regulator of Social Housing's consumer standards.
- .

The landscape of housing consumer regulation continues to evolve rapidly, driven by legislative reform, heightened regulator expectations and a renewed focus on the tenant experience and satisfaction with service delivery.

These policies address the annual Tenant Satisfaction Measures (TSMs) survey, from which the council has seen reductions in tenant satisfaction with how their landlord handles antisocial behaviour (ASB) in both 2023/24 and 2024/25. In recognising the importance of improving this service for council tenants, an independent review of our ASB service was commissioned in 2024.

The council commissioned RESOLVE, as community safety subject matter experts, to undertake the independent service review, make recommendations for service improvement to ensure the ASB service offer is both legally and regulatory compliant and focussed on achieving the best outcomes for council tenants and the council's housing.

Through this work, RESOLVE reviewed the Housing Service's existing Nuisance Policy and made recommendations for change so that the ASB offer was clearly set

out in three distinct policies to bring clarity to the service offered to council tenants:  
These are:

Anti-Social Behaviour  
Hate Crime  
Good Neighbour

**RECOMMENDATIONS:**

That Cabinet Committee Housing:

1. Approve and adopt the 3 Housing Anti-Social Behaviour Policies:
  - a) Anti-Social Behaviour Policy
  - b) Hate Crime Policy
  - c) Good Neighbour Policy
2. Gives delegated authority to the Corporate Head of Housing, in consultation with the Cabinet Member for Good Homes, to make any minor amendments to the policies.

**IMPLICATIONS:****1      COUNCIL PLAN OUTCOME**

## 1.1    Greener Faster

1.2    'Greener Homes' is one of the key strategic objectives within the Housing Strategy (2023 - 2028) and will help develop and support a greener district to address the climate emergency.

1.3    The three ASB policies are not just about safety and respect as they also help create the conditions for environmental success through the creation of cleaner, safer, more trusting communities by:

- Protecting natural spaces
- Reducing avoidable waste
- Participation in neighbourhood projects
- Supporting and enabling districtwide behaviour change

## 1.4    Thriving Places

1.5    Supporting thriving places is a key objective of the Landlord Service and three ASB policies all support this strategic objective as they help to create neighbourhoods where tenants want to live which are safe, welcoming, inclusive, and cohesive.

## 1.6    Healthy Communities

1.7    Good housing is crucial for healthy communities as it directly impacts on physical and mental well-being it can enhance overall safety, quality of life, promote healthy behaviours and reduce health inequalities.

1.8    The three ASB policies will collectively support healthier communities by ensuring people feel safe in their homes and neighbourhoods, are included and respected whatever their identity, feel connected to others living around them, are able to use and enjoy local public spaces and are confident to take part in community life

1.9    All these conditions support better mental health, physical activity, reduced isolation, and stronger social relationships which are all essential for community health.

## 1.10    Good Homes for All

1.11    Anti-social behaviour is key driver in influencing tenant perceptions of where they live and their satisfaction with the services provided by their landlord.

1.12    The three ASB policies collectively support Good Homes for All by ensuring our homes and housing communities are safe by being free from harassment, nuisance and hate motivated behaviour; inclusive places where all residents feel secure and respected; well-

maintained through protection from damage, neglect and environmental ASB; enabling strong communities with neighbourliness and good support networks; and that tenants are able to settle, belong and thrive.

- 1.13 Efficient and Effective
- 1.14 Together, these three ASB policies enable the Landlord Service to operate more effectively and efficiently in its service delivery to tenants by preventing problems before they escalate; reducing pressures on frontline services; increasing trust and engagement with residents; supporting stable, safe, lower maintenance neighbourhoods; strengthening community capacity and cohesion so residents support each other whilst protecting the council's assets and public spaces.
- 1.15 Listening and Learning
- 1.16 The three ASB policies, ensure that Landlord Services do not just *deliver* services but that it continuously *improves* them in response to what our tenants say and that we learn from their feedback to make things better.
- 1.17 Together the policies enable the service to **listen and learn** by creating safe, trusted ways for residents to report concerns; using feedback and evidence to shape policy decisions; strengthening community relationships, cohesion and communication; gaining insights from diverse groups, including those less likely to engage; learning from lived experience to improve services and outcomes through the embedding of equality, inclusion and community voice into everyday practice.

## 2 FINANCIAL IMPLICATIONS

- 2.1 The ASB policies and procedures have been developed and updated to support improvements in service delivery and the management of ASB in the landlord service as the council recognises that service improvement in this area is a priority for tenants as evidenced by the Tenant Satisfaction Measures (TSM) that the council gathers annually.
- 2.2 The Housing Services business plan agreed in February 2025 identified that the Landlord Services restructure would be delivered within existing HRA staff costs with no room for growth. Following the Landlord Service restructure, and the creation of a specialist ASB officer role and additional Housing Officers, the ASB service will be delivered and monitored within existing staffing resources.

## 3 LEGAL AND PROCUREMENT IMPLICATIONS

- 3.1 Landlord Service compliance continues to evolve driven by legislative and heightened regulatory expectations via the RSH Consumer

Standards and inspection regime. There is a need to navigate a complex framework of obligations, standards, and best practice guidance to ensure landlord services are safe and legally compliant.

3.2 ASB and community safety legislation has shaped and reshaped service delivery requirements through the following legislation:

- Housing Act 1985, 1996
- Anti-Social Behaviour, Crime and Policing Act 2014
- Crime and Disorder Act 1998
- Environmental Protection Act 1990
- Noise Act 1996
- Equality Act 2010
- Domestic Abuse Act 2021
- Protection from Harassment Act 1997
- Data Protection Act 2018 / UK GDPR
- Safeguarding Adults Act (Care Act) 2014
- Children Act 1989 and 2004
- Housing and Regulation Act 2008
- Regulators' Code 2014
- Social Housing (Regulation) Act 2023

3.3 There are no procurement implications for the ASB service as the service will be delivered in house or by working in partnership with statutory and voluntary support agencies.

#### 4 WORKFORCE IMPLICATIONS

4.1 The service commissioned RESOLVE, specialist community safety consultants as the subject matter expert to develop, in partnership with officers, the ASB policies to help drive service improvement or our tenants.

4.2 The operational delivery of the ASB policy and procedures work will be undertaken within existing staffing resources. The Housing Revenue Account (HRA) budget is in place to deliver on this aspect of the landlord service within existing resources.

#### 5 PROPERTY AND ASSET IMPLICATIONS

5.1 The three ASB policies play a crucial role in protecting, maintaining, and enhancing the council's property and assets. They will help to reduce damage, ensure facilities are safe and inclusive, support responsible use, and help the council meet statutory duties, all of which contribute to efficient, sustainable asset management.

#### 6 CONSULTATION AND COMMUNICATION

6.1 RESOLVE, as a sector expert and recognised authority in ASB and community safety has helped in the development of the three ASB policies.

6.2 These policies have been developed and will continue to be reviewed in consultation with tenants, in line with the council's Tenant Partnership and Influence Plan and their feedback gathered through surveys and focus groups contributed to this final version.

6.3 Resident engagement was sought through armchair reviewers whose feedback was that:

- All three policies were rated good to very good for content and clarity.
- that the purpose, responsibilities, and core principles are clear and appropriate.
- Accessibility scored more variably, highlighting improvement needs rather than fundamental weaknesses.
- That there were clear definitions of Anti-Social Behaviour and neighbour nuisance.
- There was Strong explanation of roles, responsibilities, and enforcement principles.
- The policies contained plain-English, particularly in the Good Neighbour Policy.

## 7 ENVIRONMENTAL CONSIDERATIONS

7.1 The Council's ASB policies influence environmental considerations by ensuring neighbourhoods are clean, safe, and well-maintained; enabling the use of enforcement tools that directly improve the local environment; encouraging preventative and sustainable estate management; ensuring multi-agency working between housing, waste, environmental health, and community safety; and by enabling strong action against tenants or residents who harm the environment.

7.2 Environmental quality and ASB are deeply interconnected and good ASB policies are a cornerstone of good environmental management.

## 8 PUBLIC SECTOR EQUALITY DUTY

8.1 Equality Impact Assessments were undertaken on the three policies and feedback from older residents and those with disabilities identified practical access barriers, which are being addressed through clearer offline reporting routes, improved formatting, and clearer definitions.

8.2 This strengthens compliance with the Equality Act 2010, Regulator of Social Housing Consumer Standards, and Housing Ombudsman expectations.

8.3 Equality Impact Assessments on the three ASB policies have been undertaken with the findings to include examples of how the policies can be applied to mitigate against any identified adverse effects on tenants.

8.4 Whilst the proposed ASB policies carry potential impacts, the Equality Impact Assessments will demonstrate that through adaptive design and processes, inclusive communication, access and ongoing monitoring, adverse effects can be mitigated, ensuring fairness and compliance with equality obligations to ensure there is little or no differential impact on tenants. The draft Equality Impact Assessments can be found in appendix 4.

## 9 DATA PROTECTION IMPACT ASSESSMENT

9.1 The proposed housing ASB policies are operational business service policies for guidance and information and do not collect personal data. Personal data is collected, used, or processed as part of current housing data systems in accordance with the data protection principles and legislation.

## 10 RISK MANAGEMENT

10.1 There are more opportunities than risk associated with the development and implementation of the three ASB policies developed in partnership with RESOLVE specialist ASB and community safety experts.

10.2 The potential business risk is a current lack of up-to-date compliant policies associated with the management of ASB.

Risk	Mitigation	Opportunities
Financial Exposure	HRA Business Plan and revenue and capital budgets in place to support delivery of the associated work within the ASB policies.	Demonstrate financial commitment of ASB/ Neighbourhood and Community Standard compliance across the councils housing stock within statutory and regulatory requirements. Improved Regulator TSM results. Reduced complaint handling.
Exposure to challenge	The policies will be monitored and reviewed every two years or sooner if there is a change in legislation that affects the policy focus. The risk of legal challenge is reduced by the adoption of up-to-date policies.	
Innovation	Commissioning of RESOLVE, specialist community safety consultants as the subject matter experts to develop the ASB policies.	Meeting the Regulator for Social Housing (RSH) consumer standards requirements

		and in readiness for the RSH inspection.
Reputation	Enhanced compliant ASB service offer through clear and transparent ASB policies in place.	Demonstration of commitment towards ASB/ Neighbourhoods and Community compliance across council homes. Meeting the RSH consumer standards requirements,
Achievement of outcome	Demonstration of commitment to ASB across our homes through clear and transparent policies that provide guidance and information in respect of tenants and landlord obligations and responsibilities.	Improved tenant ASB satisfaction levels. Improved Regulator/TSM results. Reduced complaint handling.
Property	Housing ASB policies support and drive changes that will improve the service standards tenants receive and ensure compliance with legislative and regulatory frameworks.	Ensures consistent and efficient service delivery, reduced legal risk, sets clear expectations between landlord and tenants and promotes a positive ASB culture.
Community Support	Consultation with tenants and stakeholders to provide collaboration of views and ensure the tenants voice is heard within the policy making process.	New tenant engagement platforms in place for tenant opportunities to monitor policy work influence change, help fine tune policies and identify gaps in service that may need policy intervention.
Timescales	The policies have been delivered within the scope of the project timescales supported by external consultants.	
Project capacity	Delivered within current and new staffing resources and budget resources in the agreed in HRA Business Plan	
LGR	Reorganisation will mean merging new structures and decision-making processes.	A larger combined authority could mean access to larger budgets, pooled resources, and economies of scale.

	<p>Housing Projects and policy updates could be delayed which could affect delivery.</p> <p>To create a 'transitional governance' group to maintain continuity of housing decisions</p> <p>Explore the opportunity of delegated authority for urgent housing matters during the reorganisation.</p>	<p>There could be more funding for affordable housing.</p>
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## 11 SUPPORTING INFORMATION:

- 11.1 The landscape of housing management continues to evolve rapidly, driven by legislative reform, heightened service expectations, and a renewed focus on service delivery to tenants. There is a need to navigate a complex framework of statutory obligations, regulatory standards, and best practice guidance to ensure the services for tenants are safe and legally compliant.
- 11.2 The legislative reform and regulatory frameworks are complemented by the Regulator of Social Housing's consumer standards which set expectations for safety, quality, transparency and tenant accountability, neighbourhoods and community and tenancy.
- 11.3 As well as ensuring compliance with the Consumer Standards there is a requirement to survey our tenants about their satisfaction with service delivery, and we recognise that ASB is a key influence on tenant perceptions of service delivery in their neighbourhoods and communities.
- 11.4 Through the tenant satisfaction survey process, the council has seen a decline in tenant satisfaction with this area of service delivery and in recognition, the council commissioned RESOLVE to undertake an independent operational review of our ASB service offer to enable us to drive service improvement.
- 11.5 Working with RESOLVE and through engaging with both residents and stakeholders, the existing Neighbour Nuisance Policy was reviewed, and the complete service offer critiqued to enable and inform service improvement.
- 11.6 Through this work, RESOLVE reshaped ASB policy requirements to help apply a consistent approach across the council's policies. This approach supports the development of a suite of Housing Management ASB policies that clearly define our obligations and guiding principles across this core area of service delivery.

- 11.7 The core ASB areas that social housing landlords must deliver upon are set out in both the Tenancy and Neighbourhood and Community Standards and the three policies will enable and inform service delivery and the tenant experience:
  - Anti-social Behaviour Policy
  - Hate Crime Policy
  - Good Neighbour Policy
- 11.8 The ASB policies incorporate compliance requirements in respect of relevant ASB, Community Safety and Housing legislation.
- 11.9 The ASB policies provide clear definitions about ASB and the landlord obligations in response to these; they define roles and responsibilities and set clear parameters in relation to service delivery to our tenants as well as clear expectations in relation to the obligations of partner and stakeholder organisations to help address ASB in our neighbourhoods and communities.
- 11.10 The ASB policies will be monitored and reviewed every two years or sooner if there is a change in legislation that effects the policy focus.
- 11.11 These ASB policies ensure compliant, consistent, and efficient service delivery across this key area of housing management responsibilities within council homes.
- 11.12 They are part of the council's wider commitment to drive a service improvement culture amongst staff, reduce legal risk and to set clear expectations between landlord and tenants to promote a victim centred, proportionate and fair approach to tackling ASB.
- 11.13 They help provide a framework for decision making and procedure guides will be developed for staff to help clarify and communicate service principals to promote a positive culture and a climate of diversity and inclusion to create positive outcomes for our staff and tenants.
- 11.14 The housing service is committed to improving our ASB service offer to ensure compliance with the Consumer Standards, Tenant Satisfaction Measures, and Housing Ombudsman Complaint handling code.
- 11.15 These policies provide a roadmap for day-to-day operations, ensure compliance with ASB laws, regulations and provide guidance for decision-making.
- 11.16 The three housing ASB policies can be found in appendices 1 to 3.

## 12 OTHER OPTIONS CONSIDERED AND REJECTED

12.1 No other options have been considered and rejected as it is a legislative and regulatory requirement to have appropriate housing Landlord compliant policies in place to ensure our tenants remain safe in their homes.

**BACKGROUND DOCUMENTS:-**

**Previous Committee Reports:-**

**Other Background Documents:-None.**

**APPENDICES:**

Appendix 1 Anti-Social Behaviour Policy

Appendix 2 Hate Crime Policy

Appendix 3 Good Neighbour Policy

Appendix 4 EQIAs

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**Winchester**  
City Council

# Housing Services

## Anti-Social Behaviour Policy

### 2025-2028

**Service Area**

Housing Services

**Policy Owner**

Housing Services: Area Housing Manager

**Policy Category**

**Regulatory** – required to demonstrate compliance with landlord statutory duties, Regulator of Social Housing standards, and Housing Ombudsman requirements.

**Version controls:**

Version	Category	Trigger	Next review	Policy Owner	Date
1.0	Regulatory	New	1 <sup>st</sup> October 2028	Housing Services: Area Housing Manager	01 February 2026

If you require this policy in another format or language, please contact the Housing Service by emailing [housing@winchester.gov.uk](mailto:housing@winchester.gov.uk) or calling **01962 848 400**.

**Purpose**

This policy sets out Winchester City Council Housing Services' approach to preventing, responding to, and resolving Anti-Social Behaviour (ASB) and Neighbourhood Nuisance. It should be read alongside the Housing Services Anti-Social Behaviour Procedure.

This Policy is implemented through the **Housing Services Anti-Social Behaviour Procedure (2025–2028)**, which provides operational guidance for staff in reporting, triaging, investigating, and resolving ASB cases.

The policy distinguishes between Anti-Social Behaviour requiring formal intervention and Neighbourhood Nuisance or lifestyle differences, which can often be resolved informally through early intervention and Good Neighbour Agreements / Acceptable Behaviour Agreements (ABAs).

## **Scope**

This policy applies to all tenants, their household members, and any visitors to their home, whether they are the victim or the alleged perpetrator of anti-social behaviour.

Where the victim or alleged perpetrator is not a Council tenant or connected to a Council tenancy, we will signpost or refer the matter to the Community Safety Team or other appropriate agencies.

This policy also applies to Housing Services staff, contractors and partner agencies involved in ASB case management. Staff, contractors, and partner agencies should follow the operational steps outlined in the ASB Procedure when handling reports of ASB.

## **Policy Statement**

Winchester City Council's Housing Services is committed to:

- Ensuring all residents can enjoy their homes and neighbourhoods in peace and safety.
- Preventing and addressing ASB to protect tenants, staff and the wider community
- Taking a victim-centred, proportionate, and fair approach to tackling ASB.
- Supporting tenants and residents to resolve minor issues informally where possible, including through Assessment, Mediation or Good Neighbour Agreements / Acceptable Behaviour Agreements (ABAs).
- Working in partnership with police, health and support teams to promote tolerance, respect, and understanding between neighbours
- Ensuring proportionate, evidenced based, legally compliant responses.
- Ensuring compliance with the Regulator of Social Housing Consumer Standards, Tenant Satisfaction Measures (TSMs), and the Housing Ombudsman Complaint Handling Code.

## **Understanding Anti-Social Behaviour (ASB)**

### **Definitions**

**Anti-Social Behaviour (ASB)** is conduct that causes, or is likely to cause, harassment, alarm or distress, or which creates nuisance or annoyance connected to a person's occupation of residential premises.

Not all behaviour that causes concern is ASB. These fall into Neighbourhood Nuisance or Lifestyle Differences.

**Neighbourhood Nuisance or Lifestyle Differences** are behaviours that may be annoying, inconvenient, or unpleasant but do not meet the legal threshold for ASB unless persistent, deliberate, or malicious.

The following **are** treated as ASB:

- Harassment, intimidation, bullying, or stalking
- Threats or acts of violence
- Hate incidents and hate crimes - targeting someone because of race, disability, religion, gender, or sexuality
- Persistent and excessive noise that disrupts daily life (e.g. loud music at night)
- Drug use, supply, or dealing in or near a property
- Criminal damage, graffiti, or vandalism
- Using a property for illegal purposes (e.g. storing stolen goods, prostitution, or organised crime)

These behaviours may lead to enforcement action, including injunctions, possession proceedings, working in partnership with relevant partner agencies, including the Police and health services.

Examples of issues **not** normally ASB:

- Cooking smells from nearby homes
- Noise from babies crying or children playing
- One-off parties or normal household noise such as doors closing, going up and down stairs or people talking.
- Bonfires (Housing Services will refer to environmental health guidance if persistent or toxic)
- DIY, noise of a vacuum cleaner or washing machine or gardening during reasonable hours
- Parking disputes (unless linked to threats, harassment, or repeated obstruction)
- Differences in lifestyles, working hours, or cultural practices
- Staring or 'dirty looks'
- Littering and dog fouling
- Resident CCTV or smart doorbells (unless installed or used in a way that is intrusive, targets individuals, or amounts to harassment)
- Social Media posts or text messages (unless persistent online harassment or threats directed towards neighbours, other residents, staff, or people connected to the locality of the property")

As a landlord, we will not usually intervene in these types of issues, as they are generally considered clashes of lifestyle. Wherever possible, we encourage residents to resolve such matters in a reasonable, adult manner through respectful conversations with their neighbours.

**These issues are best resolved informally between neighbours, please refer to the Neighbour Nuisance Policy.**

Examples of where we will **not** act.

- The alleged perpetrator is not a tenant, household member or a visitor to one of our properties. In these instances, we will signpost/refer to the Community Safety Team.
- There is not enough evidence or support from victims or witnesses
- We believe the complaints are malicious after investigation.

## **Roles and Responsibilities**

<b>Role</b>	<b>Responsibilities</b>
<b>Housing Officers/ASB Officers</b>	<ul style="list-style-type: none"><li>- Receive, triage and risk assess ASB reports.</li><li>- Lead investigation, evidence collection, and communication with complainants and alleged perpetrators.</li><li>- Facilitate informal resolution (mediation, Good Neighbour Agreements / Acceptable Behaviour Agreements (ABAs)).</li><li>- Prepare legal case files where necessary.</li><li>- Detailed step-by-step responsibilities are provided in the ASB Procedure</li></ul>
<b>Area Housing Managers / Service Manager</b>	<ul style="list-style-type: none"><li>- Provide case supervision, reviews and quality assurance.</li><li>- Approve legal actions, case closures, and referrals to external agencies.</li><li>- Monitor consistency with policy, safeguarding and equality requirements.</li><li>- Ensure training, learn from feedback and complaints, compliance and partnership engagement to drive continuous service improvement.</li></ul>
<b>Residents/Tenants</b>	<ul style="list-style-type: none"><li>- Abide by tenancy conditions.</li><li>- Report all genuine ASB concerns.</li><li>- Not cause nuisance or Anti-Social Behaviour (ASB)</li><li>- Respond constructively to concerns raised.</li><li>- Engage with support services or interventions offered (e.g. substance misuse support, mediation, behaviour contracts).</li><li>- Respect outcomes of investigations and cooperate with the Council in resolving issues.</li></ul>
<b>Partner Agencies</b>	<ul style="list-style-type: none"><li>- Partners will be engaged for joint working where appropriate these include Police, Education, Hampshire Fire and Rescue Service, Community Safety, Environmental Health, Social Care, Mental Health Teams Mediation, Victim Support, Inclusion and voluntary sector</li><li>- Share relevant information in line with data protection and safeguarding duties.</li></ul>

<b>Complainants (Residents/Tenants Reporting ASB)</b>	<ul style="list-style-type: none"> <li>- Report ASB promptly, clearly, and truthfully.</li> <li>- Provide information or evidence where possible to help investigations.</li> <li>- Work with the Council on agreed action plans (e.g. completing incident diaries, attending mediation if appropriate).</li> <li>- Receive regular case updates, risk assessments completed and case priority consideration</li> <li>- Engage with referrals to support agencies</li> <li>- Understand that some issues may be classed as nuisance or lifestyle differences and may be best resolved informally.</li> <li>- Raise ASB Case Reviews, if they believe their complaint has not been dealt with effectively</li> </ul>
<b>Wider Community</b>	<ul style="list-style-type: none"> <li>- Wider tenants/residents – encouraged to uphold community standards and report concerns responsibly.</li> <li>- Resident panels or scrutiny groups – consulted in line with the Tenant Involvement and Empowerment Standard.</li> </ul>
<b>Safeguarding Leads</b>	<ul style="list-style-type: none"> <li>- The landlord recognises its duty to safeguard children, young people, and adults at risk who may be affected by ASB.</li> <li>- All staff must follow the landlord's Safeguarding Policy and report concerns to the Designated Safeguarding Lead.</li> <li>- Information will be shared with safeguarding partners (Children's Services, Adult Social Care, Police, Health) in line with statutory duties.</li> </ul>
<b>Community Safety Team</b>	<ul style="list-style-type: none"> <li>- Work jointly with Housing Services to gather information and evidence where disputes involve tenants and non-tenants.</li> </ul>

## Reporting Anti-social Behaviour

Tenants can report Anti-Social Behaviour (ASB) through a range of accessible channels. The Council aims to make reporting straightforward, supportive, and responsive so that residents feel confident raising concerns.

### Emergencies

If the situation involves a crime in progress, immediate risk, or threat to life, residents must contact the Police on 999.

For non-emergency policing matters (noise, harassment, drug activity), residents should contact 101.

### Telephone Reporting non-emergencies

Tenants can contact the Council's Customer Service Centre by calling 01962 848 400.

Details will be passed to the Housing Services Team to be logged and triaged.

## Email Reporting

Residents may email [housingtenancy@winchester.gov.uk](mailto:housingtenancy@winchester.gov.uk) to report ASB concerns about a tenant, victims or alleged perpetrators.

Email reports should include key details such as dates, times, location, the nature of the issue, and any known individuals involved. Officers will acknowledge the report and advise of next steps.

## Online Reporting

ASB can be reported online using the Council's form, which also allows Tenants and residents to upload information or supporting details.

Submissions generate an acknowledgement and a case reference number for follow-up.

## In-Person Reporting

Residents may speak to a Housing Officer directly by visiting the Council offices Monday to Friday, 10am–3pm or the Housing Services Team are available Monday to Thursday 9am-5pm and Friday 9am-4.30pm

This option can be particularly useful for vulnerable residents, those needing support to describe the issue, or individuals who prefer face-to-face communication.

Staff must follow the reporting, logging, and acknowledgement processes as detailed in the ASB Procedure.

## Policy Principles

**Shared Responsibility** - We agree that safe neighbourhoods are everyone's responsibility.

**Residents** commit to being considerate neighbours and to trying informal conversations to resolve minor issues. **The Council** commits to step in where ASB occurs or where extra support is needed.

**Putting Victims First** - We agree that people affected by ASB deserve dignity and support.

**Residents** commit to reporting issues promptly and helping us understand the impact. **The Council** commits to making reporting easy, listening carefully, and signposting to appropriate support services.

**Fair and Proportionate Responses** - We agree that all action must be fair and balanced.

**Residents** commit to providing honest information and cooperating with agreed actions. **The Council** commits to act in proportion to the seriousness of the behaviour and balancing the needs of victims, alleged perpetrators, and the wider community.

**Prevention Comes First** - We agree it is better to stop problems early.

**Residents** commit to engaging with Good Neighbour Agreements / Acceptable Behaviour Agreements. **The Council** commits to prioritising early intervention and preventing nuisance from escalating into ASB.

(ABAs) and early resolution where possible.

**Working in Partnership** - We agree that lasting solutions come from working together.

**Residents** commit to engaging positively with the Council, Police, and other services where appropriate.

**The Council** commits to coordinating joint action with Police, statutory agencies, voluntary organisations, and the local community.

**Transparency and Accountability** - We agree to be open and honest about how ASB is tackled.

**Residents** commit to constructive feedback and involvement in consultation.

**The Council** commits to monitoring performance through Tenant Satisfaction Measures (TSMs) and involving residents in reviews.

**Equality and Safeguarding** - We agree that everyone has the right to feel safe and be treated fairly.

**Residents** commit to respecting the rights and needs of others in their community.

**The Council** commits to act in line with the Equality Act 2010 and to consider safeguarding needs and vulnerabilities in every case.

Operational steps for investigation, interventions, and legal action are set out in the ASB Procedure

## ASB Case Review

The ASB Case Review gives victims and communities the right to request a formal multi-agency review when they believe their reports of Anti-Social Behaviour (ASB) have not been adequately addressed.

If you believe your case has not been handled effectively by Housing Services, you are entitled to request an ASB Case Review. This can be activated through the Community Safety Team webpage. The full process is detailed in the ASB Procedure.

## Resident Involvement

This policy has been developed and will continue to be reviewed in consultation with tenants, in line with Winchester City Council's Tenant Partnership and Influence Plan.

Feedback gathered through surveys and focus groups contributed to this final version. A summary of consultation feedback and responses is available on request

For further information on how to be involved please visit our webpage.

## Winchester City Council Complaints Policy

Complaints will be handled in line with Winchester City Council's Housing Complaints Policy and the Housing Ombudsman Complaint Handling Code, which set out a clear, fair, and accessible process for resolving complaints.

You can make a complaint in any of the following ways:

- By completing the online complaints form
- By email to: [customerservice@winchester.gov.uk](mailto:customerservice@winchester.gov.uk)
- By telephone: 01962 848 400
- In writing to: Winchester City Council, Colebrook Street, Winchester, SO23 9LJ
- By speaking directly to any council officer

If you remain dissatisfied after our response, you can escalate your complaint to the **Housing Ombudsman**, an independent service that reviews housing complaints across England. We aim to make the complaints process straightforward, fair, and transparent.

## Recording and Information Management

When you report a problem, we record it on our secure housing case system.

We only collect, use, and share information that is relevant, necessary, and proportionate, as per the ASB Procedure.

We follow the Data Protection Act 2018, UK GDPR, and the Council's Data Protection and Privacy Policy.

Sometimes we work with other agencies (for example, the police or support services). We will only share your information with them if it is safe, legal and will help protect people or resolve the issue.

## Performance Monitoring and Learning

We regularly check how well we are supporting safe and happy neighbourhoods by looking at:

- Tenant Satisfaction Measures (TSMs) especially how safe residents feel in their neighbourhood.
- How quickly, fairly, and effectively we deal with cases and outcomes.
- Annual reports on ASB performance and learning will be shared with senior management and tenant panels."
- Feedback, complaints and compliments from residents.

We learn from every case. If something could be done better, we share that learning with staff and update our ways of working.

We also review complaints and decisions from the Housing Ombudsman to make sure we follow best practice.

Staff must record and monitor case outcomes as detailed in the ASB Procedure to inform continuous service improvement.

## **Equality and Safeguarding Considerations**

Everyone has the right to be treated fairly and feel safe at home. We also ensure reasonable adjustments are made for residents with additional needs or vulnerabilities

Please refer to our Corporate Equality, Diversity and Inclusion Policy for full details.

We follow the Equality Act 2010 and make sure we consider people's individual needs and circumstances - whether they are victims, witnesses, or accused of Anti-Social Behaviour (ASB).

We only take legal or formal action when it is fair and proportionate to do so.

If we think anyone (adult or child) is at risk of harm, we will always put their safety first and follow the Council's Safeguarding Policy.

## **Related Policies and Legislation**

### **Legislation**

- Housing Act 1985, 1996
- Anti-Social Behaviour, Crime and Policing Act 2014
- Crime and Disorder Act 1998
- Environmental Protection Act 1990
- Noise Act 1996
- Equality Act 2010
- Domestic Abuse Act 2021
- Protection from Harassment Act
- Data Protection Act 2018 / UK GDPR
- Safeguarding Adults Act (Care Act) 2014
- Children Act 1989 and 2004
- Regulators' Code 2014

## **Regulation and Standards**

Regulator of Social Housing – Consumer Standards (2024):

- Neighbourhood and Community Standard – expectations for safe, clean neighbourhoods and collaborative working.
- Tenancy Standard – responsibilities for tenancy management and supporting positive behaviour.
- Transparency, Influence and Accountability Standard – ensures openness with residents.

- Safety and Quality Standard – requires safe, well-maintained homes.
- Social Housing (Regulation) Act 2023 – Strengthens proactive regulation, consumer standards, and Housing Ombudsman powers.
- Housing Ombudsman Complaint Handling Code (2024) – Sets requirements for fairness and effective complaint responses.
- Tenant Satisfaction Measures (TSMs) – Especially TSMs relating to neighbourhood management, ASB, and overall satisfaction.

## **Related Policies**

- Anti-Social Behaviour (ASB) Policy
- Tenancy Management Policy
- Equality, Diversity and Inclusion Policy
- Safeguarding Policy (Adults and Children)
- Domestic Abuse Policy
- Complaints Policy

## **Governance and Review**

The Housing Services Manager is responsible for ensuring this policy is implemented and reviewed.

This policy will be reviewed at least every three years, or sooner if legislation, guidance, or best practice changes.

Housing staff must follow the steps outlined in the ASB Procedure to ensure consistent application of this Policy. All housing staff are trained on anti-social behaviour, safeguarding, equality and legal powers, and they regularly update their training to keep residents safe.

## **Glossary of Terms**

For procedural guidance on investigating and managing ASB cases, see the Housing Services Anti-Social Behaviour Procedure (2025–2028).

**Council-managed housing** – Properties owned and operated by Winchester City Council.

**Tenant** – An individual who holds a tenancy agreement with the Council to occupy a Council-managed property.

**Household members** – Individuals who live full-time in a tenant's property, whether listed on the tenancy or not.

**Visitors** – Anyone who is temporarily present at the tenant's property but does not live there.

**Perpetrator** – A person accused or responsible for engaging in anti-social behaviour.

**Victim** – A person affected, harmed, or distressed by anti-social behaviour.

**Community Safety Team** – The Council team responsible for supporting residents, addressing neighbourhood disputes, and offering community-based interventions.

**Housing Officer** – Council staff responsible for tenancy management, support, and enforcement.

**Safeguarding** – Measures taken to protect children and adults at risk from abuse or neglect.

**Tenancy Agreement** – The legal contract outlining the responsibilities and rights of both the Council and the tenant.

**Statutory Agencies** – Organisations with legal responsibilities, such as Police, Social Services, or Health Services.

**Support Signposting** – Directing victims, perpetrators, or households to appropriate support services.

**Investigation** – Any formal action taken to establish the facts of reported behaviour.

**Enforcement Action** – Legal or tenancy-related action taken by the Council in response to breaches of tenancy conditions.

**Early Intervention** – Preventative action taken to stop behaviour from escalating, such as mediation or warnings.

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## Housing Services Hate Crime Policy 2025-2028

### Service Area

Housing – Housing Services

### Policy Owner

Housing Services Area Housing Manager

### Policy Category

**Regulatory** - required to demonstrate compliance with landlord statutory duties, Regulator of Social Housing standards, and Housing Ombudsman requirements.

### Version controls:

Version	Category	Trigger	Review Cycle	Author	Date
1.0	Regulatory	New	3 years	Housing Services Area Housing Manager	01 February 2026

If you require this policy in another format or language, please contact the Housing Service by emailing [housing@winchester.gov.uk](mailto:housing@winchester.gov.uk) or calling **01962 848 400**

## Purpose

The purpose of this policy is to set out Winchester City Council Housing Services approach to preventing, identifying, and responding to hate crime affecting its residents. It ensures victims are supported, perpetrators are held accountable, and communities are safeguarded.

We acknowledge that hate crime is a form of antisocial behaviour, and we will deal with all hate crime incidents in line with our Antisocial Behaviour policy and Procedures.

Where a hate crime is suspected, we will always encourage victims to contact the Police as the lead agency for criminal investigation. The Council will work in partnership to support victims, share information lawfully, and take tenancy enforcement action where appropriate

We will not tolerate hate crime in any form and will take robust action against perpetrators while recognising and supporting the needs of victims

This Policy is supported by the Hate Crime Procedure 2025–2028, which sets out how Housing Services implements this Policy in practice, including operational processes, risk assessment, victim support, and escalation.

## Scope

This policy applies to all Winchester City Council tenants, staff, contractors, and partner agencies acting on behalf of the Council.

This Policy covers hate crimes and hate incidents based on race, religion or belief, disability, sexual orientation, transgender identity, or any protected characteristic under the Equality Act 2010.

This scope aligns with the Hate Crime Procedure 2025–2028, which details the roles, responsibilities, and steps for Housing Officers, contractors, managing agents, and partner agencies in responding to hate crime and hate incidents

**Hate Crime:** “Any criminal offence which is perceived by the victim or any other person to be motivated by hostility, prejudice based on a person’s race or perceived race; religion; sexual orientation or perceived sexual orientation; disability or perceived disability; and any crime motivated by hostility or prejudice against a person who is transgender or perceived to be transgender.”

**Hate Incident:** “Any incident which the victim, or anyone else thinks, is based on someone’s prejudice towards them based on their race, religion, sexual orientation, disability, or because they are transgender. Not all hate incidents will amount to criminal offences, but it is equally important that they are reported.

## Our Policy Statement

Winchester City Council Housing Service is committed to ensuring that every resident can enjoy their home and community in safety, free from fear, intimidation, or discrimination. Hate crime is

unacceptable, will not be tolerated, and will be treated as a priority.

We are committed to:

- Placing victims at the centre of our response.
- Acting quickly and proportionately to reports of hate crime.
- Working in partnership with police and specialist agencies.
- Taking enforcement action against perpetrators where appropriate.
- Promote reporting, provide awareness, and community cohesion.

## **Roles and Responsibilities**

<b>Roles</b>	<b>Responsibility</b>
<b>Housing Officers/ASB Officer</b>	<ul style="list-style-type: none"><li>- Receive, record, and triage all hate crime and hate incident reports.</li><li>- Complete risk and vulnerability assessments and contact victims.</li><li>- Lead investigations, evidence collection, and communication with victims and alleged perpetrators.</li><li>- Agree and review action plans, ensuring regular updates.</li><li>- Make referrals for support for the victims and their household members.</li><li>- Liaise with Police, Community Safety, and partner agencies as needed.</li><li>- Escalate high-risk cases to Team Leaders, Safeguarding, MARAC, or the Community Safety Partnership.</li></ul>
<b>Area Service Managers/ Service Managers</b>	<ul style="list-style-type: none"><li>- Provide case supervision, quality assurance, and oversight of risk management.</li><li>- Approve legal actions, referrals, and case closures.</li><li>- Ensure consistency with policy, safeguarding, and equality requirements.</li><li>- Oversee data quality, reporting, and staff training in hate crime awareness and response.</li></ul>
<b>Residents and Tenants</b>	<ul style="list-style-type: none"><li>- Abide by tenancy conditions.</li><li>- Not engage in hate-related or discriminatory behaviour.</li><li>- Report hate incidents promptly and cooperate with investigations.</li><li>- Engage with support or behaviour interventions as required.</li></ul>
<b>Complainants / Victims</b>	<ul style="list-style-type: none"><li>- Report hate incidents clearly and as soon as possible.</li><li>- Provide information or evidence where possible to support investigations.</li><li>- Work with the Council on agreed action plans and safeguarding assessments.</li><li>- Engage with support services and receive regular updates on progress and outcomes.</li></ul>

<b>Partner Agencies</b>	<ul style="list-style-type: none"> <li>- Work jointly with the Council to investigate and manage hate crime.</li> <li>- Share information lawfully under data protection and safeguarding protocols.</li> <li>- Participate in MARAC, MAPS, or Community Safety Partnership processes as appropriate.</li> </ul>
<b>Safeguarding Leads</b>	<ul style="list-style-type: none"> <li>- Provide oversight of cases involving children, young people, or adults at risk.</li> <li>- Ensure compliance with safeguarding legislation and internal policy.</li> <li>- Support staff in making timely and appropriate referrals.</li> </ul>
<b>Community Safety Team</b>	<ul style="list-style-type: none"> <li>- Work with Tenancy Services on cross-tenure hate incidents.</li> <li>- Coordinate multi-agency responses and prevention work through the Community Safety Partnership.</li> </ul>

Operational delivery of these roles is detailed in the Hate Crime Procedure 2025–2028, which provides step-by-step guidance on receiving reports, risk assessment, support, investigation, and enforcement.

## Reporting Anti-social Behaviour

Tenants can report Anti-Social Behaviour (ASB) through a range of accessible channels. The Council aims to make reporting straightforward, supportive, and responsive so that residents feel confident raising concerns.

### Emergencies

If the situation involves a crime in progress, immediate risk, or threat to life, residents must contact the Police on 999.

For non-emergency policing matters (noise, harassment, drug activity), residents should contact 101.

### Telephone Reporting non-emergencies

Tenants can contact the Council's Customer Service Centre by calling 01962 848 400.

Details will be passed to the Housing Services Team to be logged and triaged.

### Email Reporting

Residents may email [housingtenancy@winchester.gov.uk](mailto:housingtenancy@winchester.gov.uk) to report ASB concerns about a tenant, victims or alleged perpetrators.

Email reports should include key details such as dates, times, location, the nature of the issue, and any known individuals involved. Officers will acknowledge the report and advise of next steps.

## Online Reporting

ASB can be reported online using the Council's form, which also allows Tenants and residents to upload information or supporting details.

Submissions generate an acknowledgement and a case reference number for follow-up.

For full operational guidance on receiving, triaging, and recording hate crime and hate incident reports, please refer to the Hate Crime Procedure 2025–2028.

## In-Person Reporting

Residents may speak to a Housing Officer directly by visiting the Council offices Monday to Friday, 10am–3pm or the Housing Services Team are available Monday to Thursday 9am-5pm and Friday 9am-430pm

This option can be particularly useful for vulnerable residents, those needing support to describe the issue, or individuals who prefer face-to-face communication.

## Policy Principles

Winchester City Council is committed to providing a timely, sensitive, and robust response to all reports of hate crime and hate incidents. We will act decisively to protect victims, prevent recurrence, and hold perpetrators accountable.

The following are our key commitments:

- All hate crime cases will be recorded and managed as **Category A (High Risk)** under the Anti-Social Behaviour Procedure.
- All reports of hate crime or hate incidents will be treated as urgent and prioritised for immediate assessment
- Victims will be contacted to offer reassurance, support, and initial safeguarding
- A risk assessment and personalised action plan will be agreed setting out actions, support options, and communication arrangements.
- Regular case updates will be provided until the case is resolved, with more frequent contact where risk or vulnerability requires.
- High-risk or complex cases will be **escalated without delay** to the Community Safety Partnership, MARAC, or for legal enforcement action, in line with statutory powers and partnership protocols.

Where appropriate, cases will be jointly managed through multi-agency meetings to ensure coordinated support and enforcement.

Victims and witnesses will be offered tailored support, safety planning, and regular updates. This includes signposting to Victim Support, ASB Help, and specialist community organisations

All cases will be managed in full accordance with the Council's Hate Crime Procedure, Safeguarding Policy, and Equality, Diversity and Inclusion Policy, ensuring fairness, dignity, and proportionality at every stage.

The detailed operational steps for risk assessment, early support, safety measures, action planning, multi-agency coordination, case review, and closure are set out in the Hate Crime Procedure 2025–2028

## **How we record incidents and information management**

When you report a problem, we record it on our secure housing case system.

We only collect and share information that is relevant, necessary, and proportionate.

We follow the Data Protection Act 2018, UK GDPR, and the Council's Data Protection and Privacy Policy.

Sometimes we work with other agencies (for example, the police or support services). We will only share your information with them if it is safe, legal and will help protect people or resolve the issue.

## **Resident Involvement**

This policy has been developed and will continue to be reviewed in consultation with tenants, in line with Winchester City Council's Tenant Partnership and Inclusion Plan.

Feedback gathered through surveys and focus groups contributed to this final version. A summary of consultation feedback and responses is available on request

For further information on how to be involved please visit our webpage.

## **Winchester City Council Complaints Policy**

Complaints will be handled in line with Winchester City Council's Housing Complaints Policy and the Housing Ombudsman Complaint Handling Code, which set out a clear, fair, and accessible process for resolving complaints.

You can make a complaint in any of the following ways:

- By completing the online complaints form
- By email to: [customerservice@winchester.gov.uk](mailto:customerservice@winchester.gov.uk)
- By telephone: 01962 848 400
- In writing to: Winchester City Council, Colebrook Street, Winchester, SO23 9LJ
- By speaking directly to any council officer

If you remain dissatisfied after our response, you can escalate your complaint to the **Housing Ombudsman**, an independent service that reviews housing complaints across England. We aim to make the complaints process straightforward, fair, and transparent.

## Recording and Information Management

When you report a problem, we record it on our secure housing case system.

We only collect and share information that is relevant, necessary, and proportionate.

We follow the Data Protection Act 2018, UK GDPR, and the Council's Data Protection and Privacy Policy.

Sometimes we work with other agencies (for example, the police or support services). We will only share your information with them if it is safe, legal and will help protect people or resolve the issue.

## Performance Monitoring and Learning

We regularly check how well we are supporting safe and happy neighbourhoods by looking at:

- Tenant Satisfaction Measures (TSMs) especially how safe residents feel in their neighbourhood.
- How quickly, fairly, and effectively we deal with cases and outcomes.
- Annual reports on ASB performance and learning will be shared with senior management and tenant panels."
- Feedback, complaints and compliments from residents.

We learn from every case. If something could be done better, we share that learning with staff and update our ways of working.

We also review complaints and decisions from the Housing Ombudsman to make sure we follow best practice.

## Equality and Safeguarding Considerations

Everyone has the right to be treated fairly and feel safe at home. We also ensure reasonable adjustments are made for residents with additional needs or vulnerabilities

Please refer to our Corporate Equality, Diversity and Inclusion Policy for full details.

We follow the Equality Act 2010 (**PSED**) and make sure we consider people's individual needs and circumstances - whether they are victims, witnesses, or accused of a Hate Crime.

We only take legal or formal action when it is fair and proportionate to do so.

If we think anyone (adult or child) is at risk of harm, we will always put their safety first and follow the Council's Safeguarding Policy.

## Related Policies and Legislation

## Legislation

- Housing Act 1985, 1996
- Anti-Social Behaviour, Crime and Policing Act 2014
- Crime and Disorder Act 1998
- Environmental Protection Act 1990
- Noise Act 1996
- Equality Act 2010
- Domestic Abuse Act 2021
- Protection from Harassment Act
- Data Protection Act 2018 / UK GDPR
- Safeguarding Adults Act (Care Act) 2014
- Children Act 1989 and 2004
- Regulators' Code 2014

## Regulation and Standards

Regulator of Social Housing – Consumer Standards (2024):

- Neighbourhood and Community Standard – expectations for safe, clean neighbourhoods and collaborative working.
- Tenancy Standard – responsibilities for tenancy management and supporting positive behaviour.
- Transparency, Influence and Accountability Standard – ensures openness with residents.
- Safety and Quality Standard – requires safe, well-maintained homes.
- Social Housing (Regulation) Act 2023 – Strengthens proactive regulation, consumer standards, and Housing Ombudsman powers.
- Housing Ombudsman Complaint Handling Code (2024) – Sets requirements for fairness and effective complaint responses.
- Tenant Satisfaction Measures (TSMs) – Especially TSMs relating to neighbourhood management, ASB, and overall satisfaction.

## Related Policies

- Anti-Social Behaviour (ASB) Policy
- Tenancy Management Policy
- Equality, Diversity and Inclusion Policy
- Safeguarding Policy (Adults and Children)
- Domestic Abuse Policy
- Complaints Policy

## Governance and Review

The Housing Services Manager is responsible for ensuring this policy is implemented and reviewed.

This policy will be reviewed at least every three years, or sooner if legislation, guidance, or best practice changes.

All housing staff are trained on anti-social behaviour, safeguarding, equality and legal powers, and they regularly update their training to keep residents safe.

## **Glossary of Terms**

**Adult at Risk** - An adult who has care and support needs and may be unable to protect themselves from abuse, neglect, or harm, as defined in the Care Act 2014.

**Complainant** - A person who reports a hate incident or hate crime to the Council.

**Perpetrator** - A person alleged or proven to have committed a hate crime, hate incident or related antisocial behaviour.

**Community Safety Partnership (CSP)** - A statutory multi-agency partnership that brings together the Council, Police, Health, Fire, Probation, and other agencies to reduce crime, disorder, and protect communities.

**Emergency** - Situations requiring an immediate police response, reported via 999, where there is imminent risk of harm or a crime in progress.

**MARAC (Multi-Agency Risk Assessment Conference)** - A meeting of agencies to manage the safety of high-risk victims of domestic abuse. Hate crime cases may be referred where domestic abuse or significant risk is present.

**MAPPA (Multi-Agency Public Protection Arrangements)** - Arrangements to manage sexual and violent offenders who may pose a risk to the public.

**MAPS (Multi-Agency Problem Solving)** - Local multi-agency meetings that coordinate responses to complex ASB, safeguarding, community safety and repeat victimisation concerns.

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# Housing Services

## Good Neighbour Policy

### 2025-2028

#### Service Area

Housing – Housing Services

#### Policy Owner

Housing Services Area Housing Manager

#### Policy Category

**Regulatory** – required to demonstrate compliance with landlord statutory duties, Regulator of Social Housing standards, and Housing Ombudsman requirements.

#### Version controls:

Version	Category	Trigger	Review Cycle	Author	Date
1.0.	Regulatory	New	3 Years	Housing Services Area Housing Manager	01 February 2026

If you require this policy in another format or language, please contact the Housing Service by emailing [housing@winchester.gov.uk](mailto:housing@winchester.gov.uk) or calling **01962 848 400**.

#### Purpose

The purpose of this policy is to set out Winchester City Council Housing Services approach to neighbour nuisance and lifestyle differences.

This policy supports the Anti-Social Behaviour (ASB) Policy by providing guidance on proportionate responses to neighbour nuisance cases that do not meet ASB thresholds.

The Good Neighbour Policy and the Anti-Social Behaviour (ASB) Policy work together to support positive community relationships. The Good Neighbour Policy provides guidance on resolving low-level neighbour issues, lifestyle differences and nuisance that do not meet the threshold for ASB.

These issues do not usually meet the legal threshold for Anti-Social Behaviour (ASB) but can still cause stress and tension for residents.

This policy aims to:

- Promote tolerance and respect between neighbours.
- Provide practical tools for resolving disputes informally.
- Encourage the use of Good Neighbour Agreements and mediation.
- Ensure consistency with the Anti-Social Behaviour (ASB) Policy and the Tenancy Handbook

## **Scope**

This policy applies to all tenants, residents, staff, contractors, and visitors to Council-managed housing for neighbour issues that fall short of ASB thresholds.

## **Policy Statement**

Winchester City Council Housing Service is committed to:

- Supporting residents to resolve disputes themselves wherever possible
- Providing guidance and information on how to approach neighbours constructively
- Encouraging informal conversations before complaints escalate.
- Offering early intervention through advice, Assessment, Mediation, and Good Neighbour Agreements (GNA) or Acceptable Behaviour Agreements (ABA's)
- Respond promptly to nuisance reports with an initial triage and advice.
- Facilitate mediation between neighbours where informal resolution is realistic.

We will always try to use Good Neighbour Agreements to set out shared expectations of behaviour and help rebuild positive neighbour relationships.

As the behaviour will not be classed as ASB, it will therefore be unlikely to be an actionable tenancy breach. As such we will be unlikely to consider any of our legal tools which are available to use in ASB cases.

It is also part of our commitment to:

- Distinguish clearly between neighbour nuisance and ASB
- Provide clear definitions and examples in policy, procedures, and resident communications.
- Train staff to recognise the difference and apply the correct response.
- Ensure residents understand when the Council can and cannot intervene formally.

Nuisance issues will only be escalated into formal ASB cases where behaviour is persistent, deliberate, malicious, or linked to harassment or criminal activity.

## **Understanding Neighbour Nuisance**

### **What is a Neighbour Nuisance?**

Behaviour or activities that may be inconvenient, annoying, or unpleasant to others but do not usually meet the legal definition of Anti-Social Behaviour (ASB).

### **Lifestyle Differences**

Normal variations in daily routines, family life, or cultural practices that may occasionally cause tension between neighbours but are not considered nuisance or ASB.

Examples of neighbour nuisance include (this list is not exhaustive):

- Cooking smells from nearby homes
- Noise from babies crying or children playing
- One-off parties or normal household noise such as doors closing, going up and down stairs or people talking.
- Bonfires (Persistent or hazardous bonfires will be referred to Environmental Health for further action.)
- DIY, noise of a vacuum cleaner or washing machine or gardening during reasonable hours
- Parking disputes (unless linked to threats, harassment, or repeated obstruction)
- Differences in lifestyles, working hours, or cultural practices
- Staring or 'dirty looks'
- Littering and dog fouling.
- Resident CCTV or smart doorbells (unless installed or used in a way that is intrusive, targets individuals, or amounts to harassment)
- Social Media posts or text messages (unless persistent online harassment or threats directed towards neighbours, other residents, staff, or people connected to the locality of the property)

## **Roles and Responsibilities**

<b>Role</b>	<b>Responsibilities</b>
Housing Officers	Provide advice, assess cases, referrals to assessment and mediation, facilitate Good Neighbour Agreements, referrals to and work in partnership appropriate support agencies.
Area Housing Managers / Service Managers	Ensure consistent application, support decision-making, and manage escalation to ASB or refer to ASB Officer where required. Case reviews
Residents/Tenants	Take responsibility for resolving minor disputes directly, respect neighbours' rights, and engage with Council support services where needed.

Partner Agencies	Community mediation services, voluntary sector advice, Police and Adult and Children's services and support networks may be engaged
Complainants	Report nuisance clearly, be willing to engage in informal solutions, and accept outcomes of mediation or agreements or advice of the Housing Officer.

## **Policy Principles**

Under this Policy we will only progress reports in cases where we are satisfied our intervention is appropriate and may resolve the issues, and there is no agency better placed to respond.

Winchester City Council will be guided by the following principles in managing neighbourhood disputes and supporting good community relations:

### **Promoting Tolerance between neighbours**

- Encourage neighbours to recognise and accept reasonable differences in lifestyles, cultural practices, and household routines.
- Provide clear guidance on what is considered everyday living noise or behaviour versus Anti-Social Behaviour (ASB).
- Promote positive neighbour relationships through resident communication and community engagement.

### **Early Resolution**

- Prioritise informal approaches such as direct conversations, or a referral to an independent assessment and mediation team.
- Provide advice and support to help residents communicate constructively before issues escalate.
- Ensure staff are trained to de-escalate disputes and offer proportionate, practical advice.
- Complete property inspections to establish any outstanding repairs or anything that may contribute to noise transference.
- Work with residents around options that may help reduce noise transference, such as understanding the importance of carpets, removal of hardwood flooring etc.
- Give advice around Housing Options to residents such as a mutual exchange.

### **Good Neighbour Agreements**

- Encourage the use of written agreements between neighbours where appropriate to set out expectations and commitments.
- Facilitate agreements in a fair, balanced, and inclusive manner, ensuring all parties feel heard.
- Monitor agreements through the housing case system to review progress and prevent repeat disputes.

### **Proportionate Response**

All interventions must be fair, evidence-based, and proportionate to the harm or risk identified. Officers must ensure that escalation decisions are consistent with the ASB Policy thresholds and recorded in the case management system. This can be done by considering the following:

- Escalate cases only when nuisance becomes deliberate and persistent, malicious, or linked to harassment or criminal activity.
- Apply a consistent test of proportionality and impact when determining next steps.
- Ensure legal or formal action is evidence-based and only used as a last resort.

## **Partnership Approach**

- Work with community mediation services, housing support agencies, social care, and community safety partners to provide sustainable solutions.
- Share information responsibly (in line with data protection and safeguarding duties) to strengthen joint outcomes.
- Actively engage residents in shaping solutions and improving neighbourhood cohesion.

## **Resident Empowerment**

- Equip residents with the tools, knowledge, and confidence to resolve disputes constructively.
- Provide practical resources such as self-help guides, templates for communication, and access to mediation.
- Recognise vulnerabilities and provide tailored support or referrals where needed.

## **Good Neighbour Agreements (GNAs)**

### **Definition and Purpose**

Good Neighbour Agreements (GNAs) are informal, written agreements between neighbours, designed to help resolve disputes and promote mutual respect.

### **Facilitation**

GNAs may be facilitated by Housing Services officers or, where appropriate, an independent assessment or mediation provider.

The process is voluntary and based on cooperation, ensuring both parties feel safe and supported. There is also an offer of independent support from agencies such as Victim Support.

### **Content**

GNAs set out specific behaviours, commitments, and practical steps each party agrees to follow.

They may include agreements on noise levels, shared spaces, pets, garden upkeep, or respectful communication.

### **Status and Monitoring**

GNAs are not legally binding, but provide a clear, structured framework for improving neighbour relationships.

Where parties comply, the agreement helps restore trust and prevent escalation.

Where agreements break down, the Council may consider further intervention, including escalation under the ASB Policy if thresholds are met.

## **Closing Cases**

Cases may be closed when any of the following apply:

- The reported problem has stopped or is resolved.
- When the report is anonymous.
- When there has been no contact from the reporting resident for the last 4 weeks.
- The reporting resident has been provided with the necessary support and advice to self-help.
- Either party has refused mediation and refuse to work constructively with one another
- Either party has refused to follow the advice of the Housing Officer
- There are occasions when the resolution is understanding that some lifestyles may clash or accepting differences.

The decision to formally close a case will be provided in writing to both parties and include advice and steps to take should the report restart.

## **Recording and Monitoring**

When you access our service, report a problem or speak with our teams, we record it on our secure housing case system.

We only collect and share information that is relevant and necessary to help resolve the issue. We follow the Data Protection Act 2018, UK GDPR, and the Council's Data Protection and Privacy Policy.

Sometimes we work with other agencies (for example, the police or support services). We will only share your information with them if it is safe, legal and will help protect people or resolve the issue.

## **Resident Involvement**

This policy has been developed and will continue to be reviewed in consultation with tenants, in line with Winchester City Council's Tenant Partnership and Influence Plan.

Feedback gathered through surveys and focus groups contributed to this final version. A summary of consultation feedback and responses is available on request

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- By speaking directly to any council officer

If you remain dissatisfied after our response, you can escalate your complaint to the **Housing Ombudsman**, an independent service that reviews housing complaints across England. We aim to make the complaints process straightforward, fair, and transparent.

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### **Performance Monitoring and Learning**

We regularly check how well we are supporting safe and happy neighbourhoods by looking at:

- Tenant Satisfaction Measures (TSMs) especially how safe residents feel in their neighbourhood.
- How quickly, fairly, and effectively we deal with cases and outcomes.
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We learn from every case. If something could be done better, we share that learning with staff and update our ways of working.

We also review complaints and decisions from the Housing Ombudsman to make sure we follow best practice.

### **Equality and Safeguarding Considerations**

Everyone has the right to be treated fairly and feel safe at home. We also ensure reasonable adjustments are made for residents with additional needs or vulnerabilities

Please refer to our Corporate Equality, Diversity and Inclusion Policy for full details.

We follow the Equality Act 2010 and make sure we consider people's individual needs and circumstances - whether they are victims, witnesses, or accused of Anti-Social Behaviour (ASB).

We only take legal or formal action when it is fair and proportionate to do so.

If we think anyone (adult or child) is at risk of harm, we will always put their safety first and follow the Council's Safeguarding Policy.

## **Related Policies and Legislation**

### Legislation

- Housing Act 1985, 1996
- Anti-Social Behaviour, Crime and Policing Act 2014
- Crime and Disorder Act 1998
- Environmental Protection Act 1990
- Noise Act 1996
- Equality Act 2010
- Domestic Abuse Act 2021
- Protection from Harassment Act
- Data Protection Act 2018 / UK GDPR
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- Children Act 1989 and 2004
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## **Regulation and Standards**

### Regulator of Social Housing – Consumer Standards (2024):

- Neighbourhood and Community Standard – expectations for safe, clean neighbourhoods and collaborative working.
- Tenancy Standard – responsibilities for tenancy management and supporting positive behaviour.
- Transparency, Influence and Accountability Standard – ensures openness with residents.
- Safety and Quality Standard – requires safe, well-maintained homes.
- Social Housing (Regulation) Act 2023 – Strengthens proactive regulation, consumer standards, and Housing Ombudsman powers.
- Housing Ombudsman Complaint Handling Code (2024) – Sets requirements for fairness and effective complaint responses.
- Tenant Satisfaction Measures (TSMs) – Especially TSMs relating to neighbourhood management, ASB, and overall satisfaction.

## **Related Policies**

- Anti-Social Behaviour (ASB) Policy
- Tenancy Management Policy

- Equality, Diversity and Inclusion Policy
- Safeguarding Policy (Adults and Children)
- Domestic Abuse Policy
- Complaints Policy

## **Governance and Review**

This policy is overseen by the Housing Services Area Housing Manager and monitored through quarterly service performance reviews, including case audits, learning from complaints, and resident feedback.

We review this policy and our approach every three years, or sooner if the law or best practice changes.

All housing staff are trained on safeguarding, equality and legal powers, and they regularly update their training to keep residents safe.

## **Glossary of Terms**

### **Statutory Nuisance**

Serious, ongoing problems such as loud industrial noise, smoke, or smells that can be investigated and enforced by Environmental Health officers.

### **Neighbour Nuisance**

Behaviour that is annoying, inconvenient, or unpleasant but does not meet the legal definition of ASB. Examples include noise from daily living, minor disputes, or lifestyle clashes.

### **Lifestyle Differences**

Normal differences in daily routines, cultural practices, working hours, family habits, or hobbies that may cause tension but do not amount to nuisance or ASB.

### **Everyday Living Noise**

Normal household sounds such as talking, children playing, doors closing, or vacuuming. This type of noise does not usually meet the ASB threshold.

### **Bonfire Nuisance**

Smoke or odour from bonfires that is persistent, hazardous, or impacts neighbours. Serious cases may be dealt with by Environmental Health under statutory nuisance legislation.

### **Complainant**

A resident who reports a concern to the Council about neighbour nuisance or conflict.

### **Assessment and Mediation**

An independent service that helps neighbours understand each other's views, communicate constructively, and agree practical solutions. Mediation is voluntary and focuses on early resolution.

### **Council-Managed Housing**

Homes owned or managed by Winchester City Council, including general needs housing, sheltered housing, temporary accommodation, and supported schemes.

### **Harassment**

Unwanted behaviour that is targeted, persistent, or distressing. Harassment may be related to a protected characteristic and can meet the threshold for ASB or criminal action.

### **Proportionate Response**

Ensuring that any action taken by the Council matches the seriousness, persistence, and impact of the reported issue and is fair, reasonable, and evidence based.

### **Protected Characteristics**

Characteristics protected under the Equality Act 2010 (such as disability, age, race, religion, sex). Harassment or discrimination linked to any protected characteristic may become ASB or hate-related behaviour.

### **Voluntary Agreement**

Any informal agreement (such as a GNA or ABA) that residents choose to enter. These agreements are not legally binding but help reduce conflict and clarify expectations

**Winchester City Council**  
**Equality Impact Assessment (EqIA)**



**Section 1 - Data Checklist**

When undertaking an EqIA 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?	Yes	Given the sensitive nature of the work undertaken in relation to ASB incidents, complaints are received about this service.
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	Staff Team Corporate Legal Tenant Panels Housing Policy & Projects Manager Service Managers TACT Tenants
3	Have previous consultations highlighted any concerns about the policy or project from an equality impact perspective?	No	No equality-related issues highlighted in prior engagement.
4	Do you have any concerns regarding the implementation of this policy or project?	?	At this stage, no significant concerns have been identified. Implementation planning is underway, and no major barriers are currently anticipated. However, there are some areas that will require focused attention to ensure effective roll-out:

		Yes/No	Please provide details
	<p><i>(i.e. Have you completed a self-assessment and action plan for the implementation of your policy or project?)</i></p>		<p>Confusion between ASB and neighbour nuisance:</p> <ul style="list-style-type: none"> <li>- There is an ongoing challenge in clearly distinguishing between Anti-social Behaviour (ASB) and lower-level neighbour nuisance. Residents often perceive any unwanted or irritating behaviour as ASB, leading to misreporting, increased service demand, and frustration when issues do not meet the ASB threshold.</li> </ul> <p>Expectations around reporting and outcomes:</p> <ul style="list-style-type: none"> <li>- Due to this definitional confusion, residents frequently expect rapid enforcement or formal action in scenarios that are more appropriately managed through tenancy management, mediation, or informal neighbour resolutions. This can cause dissatisfaction and place pressure on frontline staff.</li> </ul> <p>Frontline consistency and confidence:</p> <ul style="list-style-type: none"> <li>- Staff will need clear guidance, training, and tools to triage reports accurately, explain decisions confidently, manage expectations, and signpost appropriately. Without this, inconsistencies in advice or responses may arise.</li> </ul> <p>Communication and public understanding:</p> <ul style="list-style-type: none"> <li>- Policy implementation will rely heavily on clear, accessible communication that explains what ASB is (and is not), what residents can expect when they</li> </ul>

		Yes/No	Please provide details
			<p>report an issue, and which routes are appropriate for different types of concerns.</p> <p>Self-assessment and action plan implications: These issues highlight the need for the self-assessment to include actions on:</p> <ul style="list-style-type: none"> <li>- Staff training in ASB definitions, thresholds, and case categorisation.</li> <li>- Resident-facing guidance and improved online reporting pathways.</li> <li>- A strengthened triage framework to ensure proportionate and consistent responses</li> <li>- Alignment with the Housing Ombudsman's expectations on clarity, fairness, and communication.</li> </ul> <p>Overall, while implementation risks are manageable, they will require proactive planning, strong internal communication, and targeted engagement with residents to ensure the policy is applied consistently and understood by all stakeholders.</p>
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?	No	No equality-specific trends identified from local housing or casework data.
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	ASB case management shows that vulnerable residents (older tenants, disabled people, those experiencing mental ill-health) may face barriers in reporting, understanding processes, or engaging with case actions. The policy strengthens support and communication.
7	Are there any other issues that you think will be relevant?	No	<ul style="list-style-type: none"> <li>- Victims may experience multiple ASB incidents.</li> </ul>

		Yes/No	Please provide details
			<ul style="list-style-type: none"> <li>- ASB incidents can lead to mental health deterioration, tenancy breakdown, or isolation</li> <li>- Staff handling ASB cases may experience vicarious trauma.</li> <li>- Ongoing need for staff wellbeing and resilience support.</li> </ul>

## Section 2 - Your EqIA form

Directorate: Housing	Your Service Area: Housing Services	Team: Housing Services Team	Officer responsible for <b>this assessment:</b> Jo Elliott	Date of assessment: 01/12/2025
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	<b>Question</b>	<b>Please provide details</b>
1	What is the name of the policy or project that is being assessed?	Housing Services Anti-Social Behaviour Policy
2	Is this a new or existing policy?	New
3	Briefly describe the aim and purpose of this work.	To provide a consistent, fair, and effective framework for preventing, investigating, and resolving anti-social behaviour (ASB) within Winchester City Council's housing stock. The policy aims to ensure that tenants and residents feel safe, supported, and treated equitably.
4	What are the associated objectives of this work?	<ul style="list-style-type: none"> <li>- Ensure compliance with statutory and regulatory housing duties</li> <li>- Deliver fair, consistent, accessible services</li> <li>- Support delivery of the Housing Strategy and HRA Asset Management Plan</li> <li>- Promote inclusion and eliminate discrimination in service delivery</li> <li>- Strengthen partnership working</li> <li>- Embed resident engagement and co-production</li> <li>- Improve data, performance monitoring and accountability</li> </ul>

		<ul style="list-style-type: none"> <li>- Align with the Council Plan and corporate priorities</li> </ul>
5	Who is intended to benefit from this work and in what way?	<ul style="list-style-type: none"> <li>- Council tenants and leaseholders</li> <li>- Vulnerable adults and older people</li> <li>- Children, young people and care leavers</li> <li>- People with disabilities or long-term health conditions</li> <li>- People experiencing mental ill-health</li> <li>- Families and low-income households</li> <li>- Ethnic minority communities</li> <li>- LGBTQ+ residents</li> <li>- Housing staff and partner agencies</li> <li>- Wider Winchester communities</li> </ul>
6	What are the outcomes sought from this work?	<ul style="list-style-type: none"> <li>- Fair, accessible ASB services for all residents</li> <li>- Increased tenant satisfaction and confidence in reporting</li> <li>- Reduced complaints, improved Ombudsman compliance</li> <li>- Earlier identification of vulnerabilities and discrimination risks</li> <li>- Transparent, accountable decision-making</li> <li>- Stronger partnership working and resident co-production</li> <li>- Evidence-informed continuous improvement</li> </ul>
7	What factors/forces could contribute or detract from the outcomes?	<p>Support:</p> <ul style="list-style-type: none"> <li>- Effective training and staffing</li> <li>- Strong partnership working</li> <li>- Robust data systems</li> <li>- Clear communication and tenant engagement</li> </ul> <p>Risks:</p> <ul style="list-style-type: none"> <li>- Limited resources</li> <li>- Legislative changes</li> <li>- Public perception and mistrust</li> <li>- Under-reporting by vulnerable groups</li> <li>- Inconsistent evidence or information sharing</li> </ul>
8	Who are the key individuals and organisations responsible for the implementation of this work?	<ul style="list-style-type: none"> <li>- Residents and tenants</li> <li>- Housing Policy &amp; Projects Manager</li> </ul>

		<ul style="list-style-type: none"> <li>- Tenancy &amp; Neighbourhood Services</li> <li>- Housing Systems &amp; Data Team</li> <li>- Equality, Diversity and Inclusion Lead</li> <li>- Tenant and Leaseholder Panels</li> <li>- Hampshire County Council, Police, Health, Voluntary Sector</li> <li>- Contractors</li> <li>- ASB Officer and Housing Officers</li> </ul>
9	Who implements the policy or project and who or what is responsible for it?	Housing Services Manager Housing Services Team Leader

		Please select your answer in <b>bold</b> . 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?	<b>Y</b>	<b>N</b>	
10b	What existing evidence (either presumed or otherwise) do you have for this?	Race Possible indirect discrimination if language barriers limit understanding of ASB processes.		
11a	Could the policy or project have the potential to affect individuals or communities on the basis of sex differently in a negative way?	<b>Y</b>	<b>N</b>	
11b	What existing evidence (either presumed or otherwise) do you have for this?	Sex Women may be disproportionately affected as victims in domestic abuse-related ASB. Men may under-report due to stigma.		
12a	<p>Could the policy or project have the potential to affect individuals or communities on the basis of disability differently in a negative way?</p> <p><i>you may wish to consider:</i></p> <ul style="list-style-type: none"> <li>• <i>Physical access</i></li> <li>• <i>Format of information</i></li> <li>• <i>Time of interview or consultation event</i></li> </ul>	<b>Y</b>	<b>N</b>	

	<ul style="list-style-type: none"> <li>• <i>Personal assistance</i></li> <li>• <i>Interpreter</i></li> <li>• <i>Induction loop system</i></li> <li>• <i>Independent living equipment</i></li> <li>• <i>Content of interview</i>)</li> </ul>			
12b	What existing evidence (either presumed or otherwise) do you have for this?	Disabled tenants may face barriers in communication, comprehension, or participating in investigations. Neurodivergent and mentally ill residents may require adaptations.	13. Sexual orientation	
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?	Under-reporting linked to fear of homophobia, stigma, or concerns about being taken seriously.		
14a	Could the policy or project have the potential to affect individuals on the basis of age differently in a negative way?	Y	N	
14b	What existing evidence (either presumed or otherwise) do you have for this?	Older tenants may feel isolated or vulnerable to intimidation. Younger tenants may be perceived as perpetrators.		
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 you have for this?	Neighbour disputes involving cultural or religious differences may be misinterpreted as nuisance rather than hate-related ASB.		

16a	Could this policy or project have the potential to affect individuals on the basis of gender reassignment differently in a negative way?	<b>Y</b>	<b>N</b>	
16b	What existing evidence (either presumed or otherwise) do you have for this?	Trans residents may under-report ASB due to stigma, fear, or lack of trust in agencies.		
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?	<b>Y</b>	<b>N</b>	
17b	What existing evidence (either presumed or otherwise) do you have for this?	No identified disproportionate impact.		
18a	Could this policy or project have the potential to affect individuals on the basis of pregnancy and maternity differently in a negative way?	<b>Y</b>	<b>N</b>	
18b	What existing evidence (either presumed or otherwise) do you have for this?	No evidence of systemic disadvantage, although stress or vulnerability during pregnancy may need consideration.		
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?	<b>Y</b>	<b>N</b>	Yes – Without mitigations, there is risk of indirect discrimination for several protected groups.

20	<p>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 characteristic.</p>	<b>Y</b>	<b>N</b>	<p>Where legal or enforcement action is taken, it is lawful, proportionate, and necessary to protect residents and communities.</p> <p>Differential treatment is justified as it promotes equality by safeguarding victims and ensuring compliance with tenancy conditions.</p> <p>Actions such as injunctions, possession proceedings, or closure orders are applied consistently following case review and safeguarding checks.</p>
21	<p>How will you mitigate any potential discrimination that may be brought about by your policy or project that you have identified above?</p>	<ul style="list-style-type: none"> <li>- Mandatory consideration of vulnerabilities in all ASB cases</li> <li>- Safeguarding check for all enforcement action</li> <li>- Accessible formats, translations, easy-read information</li> <li>- Multiple reporting routes (online, phone, in-person)</li> <li>- Quarterly equality monitoring of ASB case trends</li> <li>- Staff training on equality, safeguarding, unconscious bias, and trauma-informed practice</li> <li>- Strengthened communication and support for vulnerable residents</li> </ul>		
22	<p>Do any negative impacts that you have identified above impact on your service plan?</p>	<b>Y</b>	<b>N</b>	<p>Ensure hate crime awareness and equality refresher training for all housing staff</p> <p>Develop accessible reporting formats (translations, easy read, online and phone)</p> <p>Establish regular data review and partnership learning sessions</p>

				Publish summary of hate crime response outcomes for transparency  Ensure continuous consultation with tenants through engagement plan
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Signed by completing officer	Paul Salter
Area Housing Manager	Joanna Elliott
Signed by Service Lead or Corporate Head of Service	Gillian Knight



## Equality Impact Assessment (EqIA)

### Section 1 - Data Checklist

When undertaking an EqIA 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?	Yes	Given the sensitive nature of the work undertaken in relation to ASB incidents, complaints are received about this service.
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	Staff Team Corporate Legal Tenant Panels Housing Policy & Projects Manager Service Managers TACT Tenants
3	Have previous consultations highlighted any concerns about the policy or project from an equality impact perspective?	No	<ul style="list-style-type: none"> <li>Disabled, older and neurodiverse tenants may struggle with informal conflict resolution or direct neighbour communication.</li> <li>Residents from minority groups may fear being dismissed or not taken seriously.</li> </ul>

			<ul style="list-style-type: none"> <li>Some tenants reported that cultural differences or communication styles were misinterpreted as nuisance.</li> </ul> <p>The policy includes reasonable adjustments, sensitive communication, and early support options.</p>
4	<p>Do you have any concerns regarding the implementation of this policy or project?</p> <p>(i.e. <i>Have you completed a self-assessment and action plan for the implementation of your policy or project?</i>)</p>	No	<p>Yes – but manageable with mitigation.</p> <ul style="list-style-type: none"> <li>Implementation planning is underway, and no major barriers are expected. However: <ul style="list-style-type: none"> <li>Persistent public confusion between ASB, neighbour nuisance, and everyday living noise may lead to unrealistic expectations.</li> <li>Some tenants may feel unsupported when advised that behaviour does not meet ASB thresholds.</li> <li>Staff require strong triage tools and training to ensure consistent classification and proportionate responses.</li> <li>Clear resident communications (webpages, letters, factsheets) are required to explain definitions, thresholds, and what the Council can / cannot do.</li> <li>Mitigation is built into the accompanying action plan: training, case reviews, accessible guidance, and consistent messaging.</li> </ul> </li> </ul>
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?	No	<p>Yes – potential for indirect impacts.</p> <p>Data shows:</p> <ul style="list-style-type: none"> <li>Disabled and older residents report communication difficulties and may struggle to self-manage disputes.</li> <li>Some residents experience anxiety engaging in mediation or direct conversations with neighbours.</li> </ul>

			<ul style="list-style-type: none"> <li>• Minority ethnic groups and LGBTQ+ residents may hesitate to raise concerns.</li> <li>• Language barriers can contribute to miscommunication and escalation.</li> </ul> <p>The policy includes reasonable adjustments, translation, advocacy, and personalised support.</p>
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	<p>Learning from Housing Ombudsman decisions, noise complaints, and resident feedback highlighted:</p> <ul style="list-style-type: none"> <li>• A need for clearer definitions to avoid inappropriate escalation to formal ASB cases.</li> <li>• Disproportionate dissatisfaction when low-level nuisance was not acted upon formally.</li> <li>• Improved outcomes where mediation and Good Neighbour Agreements were used early.</li> </ul> <p>This experience shaped the development of the Good Neighbour Policy.</p>
7	Are there any other issues that you think will be relevant?	No	<p>Vulnerable residents may require advocacy or assisted communication.</p> <p>Some cases involve safeguarding concerns requiring early referral.</p> <p>Staff must be aware of unconscious bias when assessing “reasonableness” or cultural norms.</p> <p>Intersectional disadvantage may affect confidence or ability to resolve disputes.</p>

## Section 2 - Your EqIA form

<b>Directorate:</b> Housing Services	<b>Your Service Area:</b> Housing Services	<b>Team:</b> Housing Services team	<b>Officer responsible for this assessment:</b> Jo Elliott	<b>Date of assessment:</b> 01/12/2025
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	<b>Question</b>	<b>Please provide details</b>
1	What is the name of the policy or project that is being assessed?	Housing Services Good Neighbour Policy
2	Is this a new or existing policy?	New
3	Briefly describe the aim and purpose of this work.	<p>The policy sets out Winchester City Council's expectations around neighbourly behaviour within its housing stock and local neighbourhoods. It aims to promote positive community relationships, prevent conflict, and provide clarity on how the Council responds to concerns relating to neighbour nuisance, low-level disputes, and behaviours that undermine community cohesion.</p> <p>The policy is intended to prevent escalation of issues into Anti-social Behaviour (ASB) by providing clear guidance on appropriate behaviour, proportionate responses, early intervention, and signposting. It supports the Council's duties under the Equality Act 2010, Human Rights Act 1998, and the Regulator of Social Housing's consumer standards.</p>
4	What are the associated objectives of this work?	<ul style="list-style-type: none"> <li>• Promote safe, respectful, and cohesive neighbourhoods</li> <li>• Clarify the distinction between neighbour nuisance and ASB, reducing confusion for residents</li> <li>• Provide clear expectations for tenants around behaviour, communication, and conflict resolution</li> <li>• Support early intervention, mediation, and problem-solving approaches</li> </ul>

		<ul style="list-style-type: none"> <li>• Strengthen resident understanding of reporting routes and likely responses</li> <li>• Ensure compliance with statutory duties, regulatory standards, and the Housing Ombudsman's Complaint Handling Code</li> <li>• Embed accessibility, fairness, and equality considerations into service delivery</li> <li>• Improve consistency and transparency in frontline decision-making</li> <li>• Reduce demand on ASB services by preventing inappropriate ASB reporting</li> </ul>
5	Who is intended to benefit from this work and in what way?	<ul style="list-style-type: none"> <li>• Council tenants – clearer expectations and support for harmonious living</li> <li>• Vulnerable adults, disabled people, and older persons – increased protection, reduced harassment or neighbour strain</li> <li>• Families and young people – safer environments and clearer behavioural expectations</li> <li>• Ethnic minority and LGBTQ+ residents – protection from discrimination or community tensions</li> <li>• Residents experiencing low-level disputes – access to guidance, mediation, and earlier resolution</li> <li>• Housing staff and partner agencies – clearer parameters and tools for consistent case management</li> <li>• The wider community – improved neighbourhood stability and reduced conflict</li> </ul>
6	What are the outcomes sought from this work?	<ul style="list-style-type: none"> <li>• improved understanding among residents of what constitutes neighbour nuisance vs ASB</li> <li>• Increased tenant satisfaction and reduction in avoidable complaints</li> <li>• More consistent and proportionate responses to reports</li> <li>• Fewer inappropriate or misdirected ASB reports</li> <li>• Better identification of equality-related community tensions</li> </ul>

		<ul style="list-style-type: none"> <li>• Stronger early intervention and prevention culture</li> <li>• Enhanced regulatory compliance (RSH consumer standards, Ombudsman expectations)</li> <li>• Improved data-driven learning and service improvement</li> <li>• Stronger, more cohesive neighbourhoods</li> </ul>
7	What factors/forces could contribute or detract from the outcomes?	<p>Contributing factors:</p> <ul style="list-style-type: none"> <li>• Effective communication and resident education</li> <li>• Staff training on definitions, triage, and expectation-setting</li> <li>• Strong partnership working (mediation services, community safety, police)</li> <li>• Availability of early intervention tools and support</li> <li>• High-quality reporting pathways and case management systems</li> <li>• Active tenant engagement and feedback loops</li> </ul> <p>Detracting factors:</p> <ul style="list-style-type: none"> <li>• Ongoing public confusion between ASB and neighbour nuisance</li> <li>• Unrealistic resident expectations of enforcement where thresholds are not met</li> <li>• Under-reporting by vulnerable groups due to fear or mistrust</li> <li>• Limited staff capacity or inconsistent practice</li> <li>• Reduced funding or competing priorities</li> <li>• Data gaps that prevent effective monitoring</li> <li>• Breakdown in community relationships or rising tensions</li> </ul>
8	Who are the key individuals and organisations responsible for the implementation of this work?	Residents Housing Policy & Projects Manager Tenancy & Neighbourhood Services Team

		Housing Systems & Data Team Equality, Diversity and Inclusion (EDI) Lead Tenant and Leaseholder Panels Partner Agencies (e.g., Hampshire County Council, voluntary sector, registered providers) Contractors ASB Officer Housing Officers
9	Who implements the policy or project and who or what is responsible for it?	Housing Services Manager Housing Services Team Leader

		Please select your answer in <b>bold</b> . 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?	Race-related hate crime and ASB remains one of the most reported types.		
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?	Women may experience gender-based hate crime, ASB or harassment.		
12a	Could the policy or project have the potential to affect individuals or communities on the basis of disability differently in a negative way?  <i>you may wish to consider:</i> <ul style="list-style-type: none"><li>• <i>Physical access</i></li><li>• <i>Format of information</i></li><li>• <i>Time of interview or consultation event</i></li><li>• <i>Personal assistance</i></li></ul>	Y	N	

	<ul style="list-style-type: none"> <li>• <i>Interpreter</i></li> <li>• <i>Induction loop system</i></li> <li>• <i>Independent living equipment</i></li> <li>• <i>Content of interview</i>)</li> </ul>			
12b	What existing evidence (either presumed or otherwise) do you have for this?	Disabled tenants may face barriers in communication or case engagement. Disabled people are disproportionately targeted by hate crime, ASB.		
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?	Risk of underreporting due to stigma or fear of not being believed. LGBTQ+ tenants may face verbal abuse or discrimination.		
14a	Could the policy or project have the potential to affect individuals on the basis of age differently in a negative way?	Y	N	
14b	What existing evidence (either presumed or otherwise) do you have for this?	Older tenants may feel isolated or vulnerable to intimidation. Younger tenants may be perceived as perpetrators. Older residents and young people may experience or witness hate crime and may be less likely to report.		
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 you have for this?	Risk of community tensions being misinterpreted as nuisance rather than hate-based ASB. Faith-based hate incidents may increase during community tensions.		
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?	Risk of underreporting due to stigma or fear of not being believed. Trans and non-binary residents face high levels of hostility and under-reporting.		

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?			No identified disproportionate impacts. Cases will be assessed individually.
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?			Noise from babies may trigger complaints. Parents may feel unfairly judged. Clear communication about what constitutes everyday living noise and support for proportionate understanding.
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	Yes – if not mitigated Without robust triage, some reports could be misclassified as nuisance instead of hate crime. Disabled residents, older tenants, or minority groups may face barriers using standard reporting routes.

20	<p>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 characteristic.</p>	Y	N	<p>Yes – if unmanaged. Potential risks include:</p> <ul style="list-style-type: none"> <li>Disabled or vulnerable residents struggling to engage in informal resolution.</li> <li>Cultural or language misunderstandings leading to unfair assumptions about behaviour.</li> <li>Residents feeling dismissed if their issue does not meet ASB thresholds.</li> <li>Mitigation actions ensure compliance with the Equality Act and RSH Consumer Standards.</li> </ul>
21	<p>How will you mitigate any potential discrimination that may be brought about by your policy or project that you have identified above?</p>	<p>Clear resident-facing guidance explaining ASB vs nuisance vs lifestyle differences.</p> <p>Training for staff on thresholds, equality impacts, unconscious bias, and sensitive communication.</p> <p>Translation, easy-read formats, and reasonable adjustments.</p> <p>Support options for vulnerable or anxious residents (advocacy, assisted contact, staff-supported mediation).</p> <p>Safeguarding pathways for adults and children.</p> <p>Routine case audits for consistency and fairness.</p> <p>Improved webpages and factsheets to address confusion and manage expectations.</p>		

		Use of Good Neighbour Agreements to promote shared understanding and reduce escalation.		
22	Do any negative impacts that you have identified above impact on your service plan?	Y	N	<p>Ensure hate crime awareness and equality refresher training for all housing staff</p> <p>Develop accessible reporting formats (translations, easy read, online and phone)</p> <p>Establish regular data review and partnership learning sessions</p> <p>Publish summary of hate crime response outcomes for transparency</p> <p>Ensure continuous consultation with tenants through engagement plan</p>

Signed by completing officer	Paul Salter
Signed by Area Housing Manager	Joanna Elliott
Signed by Service Lead or Corporate Head of Service	Gillian Knight

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## **Equality Impact Assessment (EqIA)**

### Section 1 - Data Checklist

When undertaking an EqIA 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?	N	No complaints received by the landlord service relating to the reporting and management of hate crime.
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	Staff Team Corporate Legal Tenant Panels Housing Policy & Projects Manager Service Managers TACT Tenants
3	Have previous consultations highlighted any concerns about the policy or project from an equality impact perspective?	No	No significant equality concerns identified, but: <ul style="list-style-type: none"> <li>• Tenants consistently reported confusion between ASB, hate incidents, and neighbour disputes.</li> <li>• Residents from minority backgrounds highlighted discomfort approaching the Council due to fear of not being believed or taken seriously.</li> </ul>

4	<p>Do you have any concerns regarding the implementation of this policy or project?</p> <p><i>(i.e. Have you completed a self-assessment and action plan for the implementation of your policy or project?)</i></p>	No	<p>Yes – manageable with mitigation</p> <p>Implementation planning is underway, and no major barriers are expected. However:</p> <ul style="list-style-type: none"> <li>Confusion between ASB, hate crime, and neighbour nuisance may continue to create unrealistic expectations about response times or enforcement powers.</li> <li>Some residents believe all unpleasant behaviour is “hate crime”, which can lead to misreporting and dissatisfaction.</li> <li>Staff will require training and strong case triage tools to distinguish between nuisance, ASB, and hate crime.</li> <li>Public-facing communication must clearly set out definitions, report routes, and expected outcomes.</li> <li>Self-assessment actions include stronger triage guidance, improved online reporting, and training aligned with the ASB Policy and Hate Crime Procedure.</li> </ul>
5	<p>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?</p>	No	<p>No direct concerns, but:</p> <ul style="list-style-type: none"> <li>National data indicates under-reporting of hate crime across disability, race, and LGBTQ+ groups.</li> <li>Trends show repeat victimisation among vulnerable tenants.</li> <li>Evidence shows disabled residents and neurodiverse people face difficulties with standard reporting routes.</li> </ul>
6	<p>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?</p>	Yes	<ul style="list-style-type: none"> <li>Tenant feedback and case reviews highlighted inconsistent recording of hate incidents under previous ASB processes.</li> </ul>

			<ul style="list-style-type: none"> <li>Learning from the Housing Ombudsman Spotlight on Noise &amp; ASB (2022) informed the need for clearer thresholds and communication.</li> <li>Alignment with Domestic Abuse and Safeguarding has strengthened the response to vulnerable tenants.</li> </ul>
7	Are there any other issues that you think will be relevant?	No	<ul style="list-style-type: none"> <li>Victims may experience intersectional disadvantage (e.g., race + disability).</li> <li>Hate crime can cause mental health deterioration, risk of tenancy breakdown, and social isolation.</li> <li>Staff dealing with persistent or traumatic cases may experience vicarious trauma; ongoing wellbeing support is required.</li> </ul>

## Section 2 - Your EqIA form

Directorate:	Your Service Area:	Team:	Officer responsible for this assessment:	Date of assessment:
Housing Services	Housing Services	Housing Services team	Jo Elliott	01/12/2025

	Question	Please provide details
1	What is the name of the policy or project that is being assessed?	Housing Services Hate Crime Policy
2	Is this a new or existing policy?	New
3	Briefly describe the aim and purpose of this work.	<p>To set out Winchester City Council's approach to preventing, identifying, and responding to hate crime and hate incidents within its housing stock and communities.</p> <p>The policy ensures that victims are supported, perpetrators are held accountable, and communities are safeguarded.</p> <p>It contributes to a safe, inclusive, and respectful housing environment by embedding zero tolerance for hate crime, aligning with the Council's duties under the Equality Act 2010, Human Rights Act 1998, and Anti-Social Behaviour, Crime and Policing Act 2014.</p>

4	What are the associated objectives of this work?	<p>Ensure compliance with statutory and regulatory housing standards</p> <p>Deliver customer-focused, equitable housing services</p> <p>Support delivery of the Housing Strategy and HRA Asset Management Plan</p> <p>Improve access to affordable and sustainable housing</p> <p>Promote inclusion and eliminate discrimination in service delivery</p> <p>Strengthen partnership working with internal and external stakeholders</p> <p>Embed resident engagement and co-production in decision-making</p> <p>Enhance data quality and performance monitoring</p> <p>Align policy and practice with corporate priorities and the Council Plan</p>
5	Who is intended to benefit from this work and in what way?	<p>Council tenants</p> <p>Vulnerable adults and older persons</p> <p>Young people and care leavers</p> <p>Families and households on low incomes</p> <p>People with disabilities or long-term health conditions</p> <p>Ethnic minority communities</p> <p>LGBTQ+ residents</p> <p>Housing staff and partner agencies</p> <p>The wider Winchester community</p>
6	What are the outcomes sought from this work?	<p>Improved equality of access to housing services</p> <p>Increased tenant and resident satisfaction</p> <p>Reduction in complaints or maladministration</p> <p>Better identification and mitigation of discrimination risks</p> <p>Enhanced compliance with the Equality Act 2010 and Regulator of Social Housing standards</p> <p>Greater transparency and accountability in decision-making</p> <p>Improved staff awareness and inclusive service design</p> <p>Data-driven continuous improvement</p> <p>Increased partnership and co-production with residents</p>
7	What factors/forces could contribute or detract from the outcomes?	<p>Availability of resources and funding</p> <p>Staffing levels and training</p>

		Political or strategic priorities Legislative or regulatory changes (e.g., Social Housing Regulation Act 2023) Tenant and resident engagement capacity Partnership and inter-departmental working Public perception and communications Under-reporting due to fear or mistrust Quality of evidence available. Resident cooperation and willingness to engage.
8	Who are the key individuals and organisations responsible for the implementation of this work?	Residents Housing Policy & Projects Manager Tenancy & Neighbourhood Services Team Housing Systems & Data Team Equality, Diversity and Inclusion (EDI) Lead Tenant and Leaseholder Panels Partner Agencies (e.g., Hampshire County Council, voluntary sector, registered providers) Contractors ASB Officer Housing Officers
9	Who implements the policy or project and who or what is responsible for it?	Housing Services Manager Housing Services Team Leader

		Please select your answer in <b>bold</b> . 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?	<input type="checkbox"/> Y	<input type="checkbox"/> N	

10b	What existing evidence (either presumed or otherwise) do you have for this?	Race-related hate crime remains one of the most reported types.		
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?	Women may experience gender-based hate or harassment.		
12a	Could the policy or project have the potential to affect individuals or communities on the basis of disability differently in a negative way?  <i>you may wish to consider:</i> <ul style="list-style-type: none"><li>• <i>Physical access</i></li><li>• <i>Format of information</i></li><li>• <i>Time of interview or consultation event</i></li><li>• <i>Personal assistance</i></li><li>• <i>Interpreter</i></li><li>• <i>Induction loop system</i></li><li>• <i>Independent living equipment</i></li><li>• <i>Content of interview</i>)</li></ul>	Y	N	
12b	What existing evidence (either presumed or otherwise) do you have for this?	Disabled tenants may face barriers in communication or case engagement. Disabled people are disproportionately targeted by hate crime.		
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?	Risk of underreporting due to stigma or fear of not being believed. LGBTQ+ tenants may face verbal abuse or discrimination.		
14a	Could the policy or project have the potential to affect individuals on the basis of age differently in a negative way?	Y	N	

14b	What existing evidence (either presumed or otherwise) do you have for this?	Older tenants may feel isolated or vulnerable to intimidation. Younger tenants may be perceived as perpetrators. Older residents and young people may experience or witness hate crime and may be less likely to report.		
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 you have for this?	Risk of community tensions being misinterpreted as nuisance rather than hate-based ASB. Faith-based hate incidents may increase during community tensions.		
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?	Risk of underreporting due to stigma or fear of not being believed. Trans and non-binary residents face high levels of hostility and under-reporting.		
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?			
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	Yes – if not mitigated Without robust triage, some reports could be misclassified as nuisance instead of hate crime. Disabled residents, older tenants, or minority

				groups may face barriers using standard reporting routes.
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 characteristic.	Y	N	<p><b>Yes – where proportionate and necessary</b></p> <p>Enforcement actions (injunctions, possession, closures) are lawful, proportionate, and taken only after individual assessment. Differential treatment ensures protection of victims and upholds the Council's statutory duties under the Equality Act, Housing Acts, and ASB legislation.</p>
21	How will you mitigate any potential discrimination that may be brought about by your policy or project that you have identified above?			<ul style="list-style-type: none"> <li>• Improve accessible reporting routes (phone, email, in-person, online).</li> <li>• Apply Category A classification for all hate-related incidents.</li> <li>• Provide reasonable adjustments and personalised action plans.</li> <li>• Strengthen partnership working with Police, CSP, LGBTQ+ groups, and disability organisations.</li> <li>• Provide culturally sensitive communication and translation.</li> <li>• Implement mandatory hate crime and equality refresher training.</li> <li>• Ensure robust risk assessments, early safeguarding referral, and trauma-informed practice.</li> </ul>
22	Do any negative impacts that you have identified above impact on your service plan?	Y	N	Ensure hate crime awareness and equality refresher training for all housing staff

				<p>Develop accessible reporting formats (translations, easy read, online and phone)</p> <p>Establish regular data review and partnership learning sessions</p> <p>Publish summary of hate crime response outcomes for transparency</p> <p>Ensure continuous consultation with tenants through engagement plan</p>
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Signed by completing officer	Paul Salter
Signed by Area Housing Manager	Joanna Elliott
Signed by Service Lead or Corporate Head of Service	Gillian Knight

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REPORT TITLE: TENANT PARTNERSHIP ANNUAL REPORT TENANT PARTNERSHIP AND INFLUENCE PLAN

2 FEBRUARY 2026

REPORT OF CABINET MEMBER: Cllr Mark Reach

Contact Officer: Sarah Hobbs Tel No: 01962 848400 Email  
[shobbs2@winchester.gov.uk](mailto:shobbs2@winchester.gov.uk)

WARD(S): ALL WARDS

PURPOSE

This report aligns with the council's priorities Good Homes for All and Listening and Learning

The strengthened consumer standards introduced through the Social Housing (Regulation) Act 2023 emphasise the importance of tenant voice being central to how landlords deliver and improve their services to tenants.

In April 2025 the council received a C3 judgement from the Regulator of Social Housing (RSH) following a self-referral which included the Transparency, Influence and Accountability standard. This standard includes fairness and respect, tenant engagement, performance information, diverse needs and complaints.

The 2025 TSM survey results demonstrate the council respond well to the measures of; fairness and respect, listens to views and acts on them and being kept informed which are all above the benchmark median and remained stable from the previous year's survey results.

Communication has been identified as a key driver linked to overall satisfaction in this year's TSM survey results. Communication is commonly fed back from tenants through Housing Improvement workshops. At least a quarter of the council's landlord services formal complaints include communication as a factor in their complaint, the most common theme being repairs.

Tenant engagement activities have evolved and developed over the last year with the introduction of a wider range of opportunities for tenants to get involved; housing improvement workshops (previously called consumer standard groups), armchair

reviewers, policy co production group, complaints focus group, community events and hubs. As a landlord the council remains committed to providing a good tenant engagement offer.

The Tenant Partnership and Influence Plan replaces the Council's previous Housing Engagement and Communication Plan (2020–2025). This report provides an update on the development of the plan and the work in partnership with tenants to co-produce this document.

**RECOMMENDATIONS:**

**That Cabinet Committee Housing:**

1. Approve and adopt The Tenant Partnership and Influence Plan.
2. Delegate authority to the Corporate Head of Housing, in consultation with the Cabinet Member for Good Homes, to make any minor amendments to the Tenant Partnership and Influence Plan.

**IMPLICATIONS:****1      COUNCIL PLAN OUTCOME**

- 1.1    Greener Faster
- 1.2    The council offers opportunities to engage with the council online through several strands of engagement such as; armchair reviewers, digital surveys, online housing improvement workshops. The council shares documents digitally wherever possible. Effective engagement and communication with tenants around retrofit and stock condition programmes supports the council's priorities to ensure the council provides safe and warm homes which meet the requirements of the safety and quality consumer standard and carbon neutral priorities for the council.
- 1.3    Engagement with tenants on solar panel installations and charges was delivered with tenant feedback from these sessions informing recommendations as part of policy development work.
- 1.4    Thriving Places
- 1.5    Working with our residents within the communities they live strengthens our partnership working and understanding of different local issues and priorities and what is important to residents living in these areas. Our Housing Improvement workshops support outreach work by holding these sessions across the district.
- 1.6    Healthy Communities
- 1.7    Delivering a variety of tenant engagement opportunities to provide space for collaboration and partnership working across the district is built into the plan. The council has successfully delivered activities across sheltered housing with plans to support more tenant led programmes in 2026.
- 1.8    Ongoing work through quarterly Housing improvement workshops linked to the community and neighbourhoods community standard will support this council plan priority.
- 1.9    Good Homes for All
- 1.10   Listening to tenants' views on what is important to them can improve housing provision. The introduction of a revised survey for repairs has provided some key feedback on how the service is performing in this area and where there are improvements to be made. Capturing this feedback regularly provides a picture of any emerging themes or trends for the service to review and work with tenants through the engagement activities to improve. Effective communication and engagement with tenants ensures the council is able to carry out all compliance and health and safety activities to provide safe and well maintained homes.

- 1.11 Efficient and Effective
- 1.12 Using tenant voice captured through engagement activities, complaints, TSM surveys and other surveys and working closely with our TACT board will enable improved outcomes. How and what we ask tenants for feedback on is captured in part from what is most important to them. Work to improve the council's digital customer offer where people want to engage with us this way is a priority, ensuring there are good offers and routes for non-digital options and to reduce barriers for people who are digitally excluded.
- 1.13 Work is planned to improve systems, providing a more joined up system to support good customer service, communication and tenant data management.
- 1.14 Listening and Learning
- 1.15 This plan provides a clear approach on how the council's landlord services will work in partnership and listen to tenant feedback. The ambition set out in the plan is to embed this across housing services, providing more consistent approaches to responding to tenant voice through each team, reducing hand offs across teams and providing a better customer experience.
- 1.16 10 out of 12 TSM survey measures are in line or above the benchmark figure for other local authority housing providers. Satisfaction amongst 35-49 year olds remains the lowest. Through delivery of this plan the council aims to increase engagement and satisfaction with this tenant group and will monitor this through activity surveys, TSM surveys and other feedback mechanisms where EDI data is captured.

## 2 FINANCIAL IMPLICATIONS

- 2.1 The Housing revenue account (HRA) service plan has a commitment to deliver improved systems. Costs and budget have been allocated to deliver improvements within the existing core housing and repairs system which will support improved data management and support effective communication through the implementation of a customer relationship manager (CRM) system. There is also work in the plan to review and improve the digital customer offer.

## 3 LEGAL AND PROCUREMENT IMPLICATIONS

- 3.1 None

## 4 WORKFORCE IMPLICATIONS

- 4.1 The plan outlined is built on current resource of the Tenant partnership team and wider housing services teams to deliver work in this plan. Training on tenant engagement will be delivered to all housing staff in March 2026 by the Tenant Partnership Manager.

4.2 Work to deliver good data management and customer insight work will be supported by an additional half post Data analyst and insight officer agreed in the recent landlord services restructure which sits within the central Housing policy and projects team.

## 5 PROPERTY AND ASSET IMPLICATIONS

5.1 Tenant feedback is key to how our homes are managed and maintained. Satisfaction with repairs measured through the annual TSM survey has remained stable across the last three years.

## 6 CONSULTATION AND COMMUNICATION

6.1 The Plan was co-produced with tenants through the Policy Co-Creation Group, supported by wider tenant input via Armchair Reviewers and scrutiny through the Tenants and Council Together (TACT) Board. Tenants worked alongside officers to shape the vision, commitments, engagement structures and measures of success.

6.2 In collaboration with the co production group a Tenant charter was developed with these commitments embedded within the tenant partnership and influence plan.

## 7 ENVIRONMENTAL CONSIDERATIONS

7.1 Engagement activities aim to be sustainable and local wherever possible.

## 8 PUBLIC SECTOR EQUALITY DUTY

8.1 The plan is to improve wider engagement across the tenant population and to tackle the things that may prevent people from sharing their views with the council: it aims to ensure all households are equally able to influence the service they receive.

8.2 The impact assessment has identified that age or disability could be disadvantaged groups, however mitigations are in place to include; accessible spaces to hold engagement activities, adaptable and flexible communication including digital and non-digital, translation, large print, hearing loops. Activities are planned at different times and days, including weekends and evenings, providing online as well as in person activities to reduce barriers where people may have caring responsibilities and work commitments.

8.3 From the data, including the recent TSM survey responses that 35-49 year olds are least satisfied. The Landlord Service run and will continue to run targeted campaigns based on customer insight data to ensure wherever possible we have a good representation of our tenants involved.

8.4 Digital hubs provide support to tenants who may be digitally excluded and assist them to learn skills and engage in other ways where they have expressed a desire to do so.

## 9 DATA PROTECTION IMPACT ASSESSMENT

9.1 The approach taken in general to ensure compliance with data protection legislation is set out in the policies and procedures. These are supplemented by DPIA exercises for specific engagement activities such as the Tenant Satisfaction Survey. Where the surveys ask for equality, diversity and inclusion (EDI) data this is always optional and explains why the data is being requested and how this will be used.

## 10 RISK MANAGEMENT

10.1 The main risks to the delivery of this plan are identified as:

- Sponsorship from Divisional Management Team (DMT) and senior management to provide resources required to deliver tenant engagement outcomes alongside competing priorities
- Recognition that engagement is everyone's responsibility to deliver positive outcomes for tenants across housing services
- Good tenant data management to drive informed decision making and influence service delivery

Risk	Mitigation	Opportunities
Financial Exposure		
Exposure to challenge  The council's tenant data may not provide a well informed position of tenants' individual needs to ensure we can respond to individual requirements and provide an accessible engagement structure for all tenants	<p>Asking for EDI data when interacting with tenants who wish to be involved enables the option to collect more data about our wider tenant population.</p> <p>Tenant data is captured and held within our core housing system where this is provided.</p> <p>Ongoing work to champion the importance of EDI data and how we responsibly use this across the DMT management team and</p>	<p>Setting up a Tenant voice panel with an EDI lens will drive improvements in how we capture, process and use tenant data to meaningfully engage across our whole tenant population and ensure services are designed to reduce inequalities/barriers to engagement and accessing services</p>

	service managers to engage with tenants	
Innovation		
Reputation	<p>Failing to meet the requirements of the Regulator of Social Housing (RSH) to ensure that engagement is representative of all groups.</p> <p>Not providing evidence that tenants' views have been heard and have influenced service delivery.</p>	<p>Quarterly housing improvement workshops with tenants where work is linked to the TIA standard and tenants make decisions on topics to cover. Actions are captured, published and reviewed</p> <p>Senior management sponsorship-embedded in service plans</p> <p>"you said, we did" published quarterly</p> <p>Tenant feedback from engagement activities captured is shared across the service to build into operational service delivery where changes have been made as a result of tenant voice, where this</p>
Achievement of outcome	<p>Not all housing staff see tenant engagement as part of their role/do not have the necessary skills to deliver</p>	<p>Senior management sponsorship and buy in that tenant engagement is responsibility of all staff</p> <p>Delivery of training to all housing staff by Tenant partnership team. Toolkit developed to provide resources to support staff with tenant engagement activities.</p>

Property		
Community Support		<p>Community hubs across the district and smaller patches for Housing officers will provide more opportunities for locally based engagement activities.</p> <p>Housing improvement workshops will be held across the district based on tenant feedback and TSM survey data around areas with higher levels of dissatisfaction</p>
Timescales		
Project capacity	<p>The plan is based on current resource and work plan priorities linked to service plan priorities. Assumptions around availability of key staff to deliver outcomes have been made as part of planning.</p> <p>Ongoing commitment and support from managers and service leads to support the tenant engagement activities will be required with plans being shared with Housing DMT managers to ensure resource available</p>	
Local Government reorganisation		Upskilled workforce in tenant engagement work
Other		

11 SUPPORTING INFORMATION:

11.1 The Tenant Partnership and Influence Plan replaces the Council's previous Housing Engagement and Communication Plan (2020–2025). While the earlier plan established a foundation for tenant involvement, the new Plan reflects a step-change in both national regulation and local ambition. It responds directly to the Regulator of Social Housing's strengthened Transparency, Influence and Accountability Standard, the Tenant Satisfaction Measures, and the Housing Ombudsman's Complaint Handling Code. The Plan provides a more robust, outcome-focused framework for how tenants influence housing services, policies and decision-making.

11.2 The Plan was co-produced with tenants through the Policy Co-Creation Group, supported by wider tenant input via Armchair Reviewers and scrutiny through the Tenants and Council Together (TACT) Board. Tenants worked alongside officers to shape the vision, commitments, engagement structures and measures of success. This approach ensured that the Plan reflects lived experience as well as professional and regulatory requirements, and embeds co-production as a core principle rather than a one-off activity. The final draft was informed by tenant feedback at each stage and progressed through the agreed governance route prior to submission to Cabinet Committee Housing.

11.3 The Regulator of Social Housing (RSH) has strengthened tenant voice through the introduction of revised consumer standards. The Transparency, Influence and Accountability (TIA) sets out expectations on ensuring tenants have a wide range of meaningful opportunities to influence and scrutinise their landlord's strategies, policies and services.

11.4 The plan captures the range of tenant engagement activities available, providing a wide range of opportunities to get involved to shape and influence policy and service delivery.

11.5 A required outcome of the TIA standard is to take tenant's views into account in decision making about how the council's landlord services are delivered and communicate how tenants' views have been considered.

11.6 The Tenant Charter provides a commitment across housing staff, councillors and tenant representations to:

- a) Listen with respect and empathy – *every voice matters*
- b) Respond in a timely way and keep you updated
- c) Communicate clearly in plain English
- d) Remove barriers to involvement so everyone can take part
- e) Work together to co-design services, not just consult
- f) Be honest and transparent about decisions

g) Stay accountable and keep learning from feedback and complaints

11.7 Feedback from one of the members of the policy co creation group demonstrates the impact and need for a change in approach in this area. "As a tenant I'm enjoying being involved in the planning process. I see it as a blueprint for improving Council-Tenant relations. I'm pleased to be involved and think it's well worthwhile. I feel strongly that I am helping to shape documentation and policies that will benefit all tenants and also help to make a more responsive, people-focused and less bureaucratic organisation."

11.8 The plan sets out how the council will measure success using the four pillars frames of representation, participation, influence and feedback. Working with tenants the council has listened to feedback on where the landlord service get things right and where there is need for improvement. Having an agreed framework to measure and demonstrate how tenant voice is having an impact is an important feature of this plan. The framework will ensure feedback is given consistently to close the loop, strengthen trust and promote ongoing engagement.

11.9 Tenant feedback will be captured through activity surveys and published quarterly to provide transparency for the wider tenant population, ensuring the service can be held to account. Communication and providing accessible information, in a timely manner are all priorities set out within the plan. Data from TSM and complaints data evidence that communication is a key feature in levels of satisfaction and is a common theme across one third of all complaints the landlord service receives. Working closely with tenants through the variety of engagement activities will help the service improve the services.

11.10 To ensure the Plan is embedded consistently across the Housing Service, a structured dissemination and implementation programme will be delivered to officers and managers. This includes the development of a Tenant Partnership & Co-Production Toolkit, providing practical guidance for staff on when and how to involve tenants, meeting statutory consultation duties, using inclusive engagement methods, and closing the feedback loop through "You Said, We Did" reporting. The Toolkit will support consistent practice across service areas and align tenant involvement with service planning, policy development, project delivery and performance management.

11.11 A programme of staff training sessions will commence from March 2026, led by the Tenant Partnership Manager, to support officers in applying the plan in practice. These sessions will focus on embedding a shared understanding that tenant engagement and co-production are core responsibilities across the Housing Service, not solely the role of the Tenant Partnership Team. Progress against the plan will be monitored through the TACT Board and reported annually to tenants, senior management and Members as part of the annual Tenant partnership and influence report. This ensures the Plan remains a live, accountable framework that demonstrably strengthens tenant influence and service improvement.

## 12 Conclusion

- 12.1 The evolution of this plan captures the changing regulatory environment for the council as a housing provider. The plan supports closer partnership working with tenants to influence service delivery outcomes through co-production, meaningful consultation and continuous feedback, placing tenant voice at the heart. The plan seeks to strengthen previous tenant engagement work and will demonstrate outcomes through a framework which provides opportunities for scrutiny, consultation and feedback with measurable outcomes.
- 12.2 The plan sets out expectations of collective responsibility for tenant engagement and highlights opportunities where co-producing outcomes strengthens and demonstrates the value placed on listening to tenants to deliver positive outcomes.

## 13 OTHER OPTIONS CONSIDERED AND REJECTED

- 13.1 The current housing communication and engagement plan is due to end. Failure to have a plan which outlines how we will engage and communicate with tenants will place the council at risk of receiving a lower regulatory judgement.

### BACKGROUND DOCUMENTS:-

Transparency, Influence and Accountability standard (RSH) April 2024 -  
Transparency Influence and Accountability Standard FINAL 1 .pdf

### Previous Committee Reports:-

CAB3434(H) HOUSING ENGAGEMENT AND COMMUNICATION PLAN

### Other Background Documents:-

none

### APPENDICES:

Appendix 1 Draft Tenant partnership and influence plan

Appendix 2 Equality Impact Assessment

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**Winchester**  
City Council

# Tenant Partnership Team

## Tenant Partnership and Influence Plan

### 2025-2030

*Empowering tenants, improving homes – together, we shape what matters*

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#### Section 1: Executive Summary – At a Glance

##### Why This Plan Matters

Tenant involvement is not an “extra” – it’s essential.

Your rent, service and maintenance charges pay for everything the Housing Service does, from day-to-day repairs and safety checks to long-term investment in new and existing homes.

This Plan explains how your views, experiences and priorities will help shape:

- How money is spent
- How services are designed

- How decisions are made
- How we learn and improve

This Plan has been co-produced with tenants, through the Policy Co-Creation Group. It reflects what tenants have told us about what works, what does not, and what needs to change.

It replaces the Housing Engagement and Communication Plan (2020–2025) and strengthens our links to:

- The Tenant Satisfaction Measures (TSMs)
- The Housing Ombudsman's Complaint Handling Code
- The Regulator of Social Housing's Consumer Standards

This means your voice is now even more firmly built into how services are run, checked and improved.

Throughout this Plan, the word “tenant” includes tenants, leaseholders and shared owners, recognising that everyone who lives in our homes deserves a voice.



## Our Vision

Tenants and the Council working in equal partnership to shape safe, fair and high-quality housing services, where every tenant:

- Feels listened to
- Feels respected
- Understands how decisions are made
- Can influence what happens in their home and neighbourhood
- Our Commitments – Tenant Partnership Charter

This is our shared promise to each other.



## Our Commitments – Tenant Partnership Charter

- Listen with respect and empathy – *every voice matters*
- Respond in a timely way and keep you updated
- Communicate clearly in plain English
- Remove barriers to involvement so everyone can take part
- Work together to co-design services, not just consult
- Be honest and transparent about decisions
- Stay accountable and keep learning from feedback and complaints

These commitments apply to all ***housing staff, councillors and tenant representatives***.

## Ways You Can Get Involved

There are lots of different ways to take part, depending on your time, interests and confidence. You don't need any special experience – just your lived experience as a tenant:

- **Complaints Focus Group** – help us learn from complaints
- **Digital Surveys/ Armchair Reviewers** – review governance documents from home
- **Focus groups, community events and hubs** – share views anytime
- **Housing Improvement Workshops** – review services against the Consumer Standards
- **Policy Co-Creation Groups** – help shape policies from the very start
- **Readers Panel** – check letters and leaflets are clear
- **TACT Board** – strategic oversight with councillors and independents
- **Tenant Voice Panel (EDI)** – make sure services are fair and inclusive

You can get involved online, in person, one-off or regularly – whatever works for you.

## Being Open, Fair and Transparent

You told us that feedback only feels meaningful if you can see what happens next. We will:

- Publish quarterly "You Said, We Did" updates
- Share clear information about:
  - Repairs performance
  - Complaints
  - Tenant Satisfaction Measures
  - Housing spending
  - Make committee decisions easier to understand
  - Handle all complaints in line with the Housing Ombudsman's Code
- Clearly show how tenant feedback leads to real change

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## How We Know we are Making a Difference

We measure success by both data and lived experience.

We use:

- Tenant Satisfaction Measures (TSMs)
- Our Tenant Activity Survey
- Feedback from groups, workshops and scrutiny

Results are:

- Reviewed by the Tenant Partnership Team and TACT Board
- Shared with tenants every quarter
- Reported to the Regulator of Social Housing every year
- Our Commitment to Continuous Improvement

This Plan will continue to grow and improve. Each review will be:

- Shaped by tenant feedback
- Informed by complaints and compliments
- Updated in line with national regulation
- Co-produced with tenants

#### Contact Us

Tenant Partnership Team

- [tenantpartnership@winchester.gov.uk](mailto:tenantpartnership@winchester.gov.uk)
- [www.winchester.gov.uk/tenantpartnership](http://www.winchester.gov.uk/tenantpartnership)

## Section 2: The Tenant Partnership and Influence Plan – in focus

Empowering tenants, improving homes – together, we shape what matters

### Introduction

At Winchester City Council, we believe housing services are strongest, fairest and most effective when they are shaped with tenants, not just for tenants. This means listening carefully, working together, and making sure tenant voices genuinely influence the decisions that affect homes, services and communities.

Throughout this Plan, the word “tenant” includes tenants, leaseholders and shared owners, recognising that everyone who lives in our homes deserves a voice.



We want every tenant, leaseholder and shared owner, whether you live in general needs, sheltered, supported, temporary or leasehold housing to:

- Understand how housing services work and how decisions are made
- Feel confident to speak up, share views and ask questions
- Be supported to get involved, in a way that works for you
- See the real difference your involvement makes to services and outcomes

Your rent, service and maintenance charges fund the **Housing Revenue Account (HRA)**. This pays for all landlord services, including:

- Day-to-day repairs and maintenance
- Safety checks and compliance work
- Estate services
- Housing staff who deliver services
- Major works, improvements and new homes

Your voice helps to make sure this money is spent fairly, wisely and in line with what matters most to tenants.

This Plan explains clearly:

- How we involve tenants in decision-making
- How your views influence services and policies
- How we show the impact of tenant involvement
- How we stay open, fair and accountable

This Plan has been co-produced with tenants through the **Policy Co-Creation Group** and replaces the previous **Housing Engagement and Communication Plan (2020–2025)**. It reflects what tenants have told us about what works well and what needs to improve.

The Council has a dedicated **Tenant Partnership Team**, which works alongside tenants and housing staff to support meaningful engagement and co-production across the whole Housing Service. The team follows recognised best-practice participation and co-production models, ensuring involvement is consistent, inclusive and effective.

### **What Co-Production Means in Practice**

Co-production means **tenants and the Council working side by side** as equal partners to:

- Design services
- Improve existing services
- Review how services are performing
- Shape and review housing policies

It ~~is~~ more than consultation. Co-production means tenants are involved from the very beginning, helping to shape ideas before decisions are made not just commenting at the end of a process.

In ~~practice~~, this means:

- Tenants help to set priorities
- Tenants test ideas and proposals
- Tenants help review outcomes and performance
- Tenants help design improvements

**We will:**

- Develop an annual Tenant Partnership Work Programme with tenants
- Use this to focus on what matters most, based on:
  - o Tenant Satisfaction Measure (TSM) results
  - o Service performance gaps
  - o Direct tenant feedback and lived experience

Supporting us to meet our legal duty to consult tenants under **Section 105 of the Housing Act 1985**, whenever proposed changes to housing management or maintenance could significantly affect tenants.

### Levels of Tenant Influence

We recognise that not all involvement looks the same. There are different levels of influence:

Level	What It Looks Like	Tenant Influence
Co-Producing	Tenants and officers make decisions together from the beginning through to delivery and evaluation.	Equal Power
Involving / Collaborating	Tenants shape ideas and explore solutions with officers.	Shared
Consulting	We ask tenants for opinions on options we have designed.	Limited
Informing	We tell tenants what's happening or share decisions already made.	Minimal

Our ambition is to work at the *co-producing* and *involving* levels wherever possible, because this is where tenant influence is strongest and most meaningful.

### The Role of the Tenant Partnership Team

The Tenant Partnership Team plays a central role in making sure tenant voice is heard, respected and acted upon across all housing services.

#### The team works with:

- Tenants, licence holders, leaseholders and shared owners
- Housing officers and managers
- Councillors and the TACT Board

## **The Team:**

- Supports tenant groups and panels to work effectively
- Trains and supports tenant representatives, so everyone feels confident to take part
- Works with housing teams to embed co-production into everyday service delivery
- Coordinates reporting and feedback, so tenant views are shared and acted on
- Promotes inclusive and accessible engagement, removing barriers to involvement

## **The Tenant Partnership Team will always:**

- Listen carefully and respectfully, and take action where possible
- Make involvement welcoming, safe and accessible

Offer different ways to get involved, depending on time, confidence and interest

Clearly show the difference your feedback makes

Champion tenant voice across the whole service, including at senior levels

## **Tenant Partnership Charter - Our shared commitment to listening, learning, and working together**

Our Tenant Partnership Charter sets out our shared commitment to listening, learning and working together. It explains how tenants, councillors and housing staff will treat one another when working in partnership.

It is based on the values of:

- Respect
- Openness
- Fairness
- Accountability
- Continuous learning

## The Tenant Partnership Charter

This Charter sets out the values that guide how Winchester City Council, councillors, and tenants work in partnership. It is our promise to build relationships based on respect, openness, and accountability, ensuring that every tenant voice matters.

### i. Listening with Respect

We listen with care, attention, and empathy. Every voice deserves to be heard, and we act on what we learn to make meaningful improvements.

### ii. Timely and Reliable

We respect tenants' time. We respond promptly, follow up on actions, and keep you informed every step of the way.

### iii. Clear and Accessible

We use plain English and avoid jargon. Information and engagement opportunities will be simple to understand, easy to access, and available in different formats and languages.

### iv. Inclusive and Fair

We remove barriers so that everyone can take part. Our engagement spaces are welcoming, safe, and reflective of the diverse communities we serve.

### Working Together

We design and improve housing services with tenants, not for them. Tenants are involved from the start — shaping ideas, decisions, and solutions. This includes embedding a culture of tenant involvement across the service, with the Tenant Partnership team consulting on the best ways to achieve this.

### vi. Open and Honest

We are transparent about how decisions are made and explain when something cannot be taken forward. We always communicate how tenant feedback has influenced change.

### vii. Accountable and Learning

We hold ourselves to account. We measure impact through Tenant Satisfaction Measures (TSMs), Tenant Activity Surveys, project evaluations, and reports to the TACT Board. We learn from feedback and complaints to continuously improve.

## Our Shared Responsibility

These commitments apply to all staff, councillors, and tenants involved in engagement.

Together, we are building a culture of partnership where every conversation helps shape better homes, stronger communities, and fairer services.

The Charter applies to everyone involved in tenant engagement and helps to create a positive culture where tenant voice is valued and acted upon.

## **Engagement Opportunities**

*Providing meaningful ways for every tenant to get involved*

We offer a range of activities and opportunities so that every tenant can participate in a way that suits their preferences, availability, and accessibility needs. These opportunities are designed to ensure tenant voices help shape housing services, policies, and decisions.

### **Archie Chair Reviewers**

Tenants can remotely review policies and documents for clarity, accessibility, and relevance. Feedback is submitted via online surveys, making it easy to contribute from home at a convenient time.

### **Housing Improvement Workshops**

Tenant-led sessions focused on the Consumer Standards and service improvement. Workshops are offered both online and in-person to accommodate different needs and schedules.

### **Policy Co-Production Groups**

Tenants work directly with council officers to design and develop policies from the very start. These in-person sessions ensure that policies are co-created, practical, and responsive to tenant needs.

## Readers Panel

Tenants remotely proofread letters, leaflets, and publicity materials. Feedback is provided via email, helping ensure communications are clear, accessible, and easy to understand.

## Scrutiny Panels

Two dedicated panels meet quarterly to review services and report findings back to attendees, the TACT Board, and in the annual Tenant Involvement Report.

- **Complaints Focus Group** – Tenants review the Complaints Policy, processes, and outcomes, identifying lessons learned and recommending service improvements.
- **Tenant Voice Panel** - Reviews services through an Equality, Diversity and Inclusion (EDI) lens, contributes to Equality Impact Assessments, and ensures services are accessible, equitable, and fair.

## Surveys, Focus Groups, and Community Engagement

We gather wider tenant views through surveys, focus groups, community hubs, forums, and events, ensuring that all perspectives are considered in shaping services.

## Tenants and Council Together (TACT) Board

A strategic partnership of tenants, councillors, and independent members. The TACT Board oversees housing performance, strategic decisions, and tenant engagement, ensuring that tenant voices influence council priorities at the highest level.

## Inclusion and Accessibility

We are committed to making sure everyone can take part, no matter their background, ability, confidence, language or access to technology.

We will:

- Provide inclusive engagement and Equality, Diversity and Inclusion (EDI) training

- Offer reasonable adjustments so people can take part fully
- Provide translation, large print, easy-read and hearing loops
- Offer both face-to-face and online options
- Reimburse reasonable travel costs where needed
- Use images of real tenants and estates to reflect our communities
- Build trust with under-represented communities through outreach and partnership working

We will collect diversity data through the Tenant Feedback Survey to help us understand who is involved and where we need to improve representation.

#### **Transparency**

We will be open about how decisions are made and how services are performing. We will:

- Publish clear, accessible information on TSMs, complaints, repairs, satisfaction and HRA spend
- Continue to improve our plain-English summaries across all our services
- Promote how tenants can raise concerns and make complaints
  - Use complaints, scrutiny and feedback as learning tools
  - Show how tenant feedback has shaped service changes
  - Signpost tenants to the Complaints Policy
- Regularly report to tenants and the TACT Board on progress and performance

## **Section 3 – Putting Partnership into Practice**

### **Case Study: Shaping Change Together**

Member of the Policy Co-Creation Group

"As a tenant I'm enjoying being involved in the planning process. I see it as a blueprint for improving Council-Tenant relations. I'm pleased to be involved and think it's well worthwhile. I feel strongly that I am helping to shape documentation and policies that will benefit all tenants and also help to make a more responsive, people-focused and less bureaucratic organisation."

This reflection captures the spirit of partnership that sits at the heart of the Tenant Partnership and Influence Plan. It shows how tenants are not only shaping policies and documents but also influencing the culture of the housing service - helping it become more responsive, human and focused on what matters most to residents.

By working side by side with tenants through co-production, Winchester City Council is creating a shared blueprint for change: one that values lived experience, builds trust, and ensures every decision starts with the tenant perspective.

## **Monitoring and Impact**

We do not measure success just by how many meetings we hold. We measure success by the difference tenant involvement makes.

We use **The Four Pillars Framework: Representation, Participation, Influence, Feedback**,

### **Representation – Who is Involved**

We are committed to ensuring that all tenant voices are represented, reflecting the diversity of our communities. This includes tenants of different ages, backgrounds, abilities, and housing circumstances, as well as councillors and independent partners where appropriate. Representation ensures decisions and services are inclusive, fair, and responsive.

### **Participation – How People Are Involved**

Tenants can engage in a variety of ways, tailored to their preferences and accessibility needs. This includes workshops, panels, surveys, co-production groups, community events, and online opportunities. Participation is flexible, allowing tenants to contribute at a level that suits them, from providing feedback from home to being actively involved in shaping policy and services.

### **Influence – What Changes as a Result**



Tenant input directly shapes policies, procedures, and service delivery. Ideas, feedback, and recommendations from tenants are carefully considered and, where possible, implemented to improve services, accessibility, and the tenant experience. Influence ensures that participation is meaningful, not tokenistic.

### **Feedback – Knowing the Impact**

We ensure that tenants understand how their contributions make a difference. Feedback is provided through reports, newsletters, TACT Board updates, and direct communications, showing how tenant involvement has led to changes or improvements. This closes the loop and strengthens trust and ongoing engagement.

### **How We Will Know We are Making a Difference - Our Key Measures**

Our measures are	Target
TP06 listens to tenant views and acts upon them / Tenants feel listened to	80%
Tenants feel they can influence services	70%
TP08 treated fairly and with respect / More engagement from underrepresented groups	+10% year-on-year
TP07 being kept informed / Groups receiving feedback within 8 weeks	100%

**Commented [SH1]:** May need to review the targets looking at the sector quartiles a 10% increase in satisfaction year on year may be too much of an increase

### **Communication**

We will use a wide range of communication channels so tenants can stay informed and involved, including:

- Online: Council Website, My Winchester Tenancy, My Homeownership Service, My Council Services
- Newsletters: Tenant E-Newsletter and Sheltered Housing Newsletter (also in print)

- Digital Drop-ins: regular sessions to support digital inclusion
- Community events and roadshows: local community sessions to meet officers face-to-face

## **Training and Culture**

We will make co-production part of everyday housing work, not something separate.

- All staff will receive training on engagement, TSMs and complaints
- A Co-Production Toolkit will support consistent good practice
- Managers will be responsible for embedding engagement in services
- Good engagement will be recognised as part of professional practice

## **Tenant Partnership Commitment**

Winchester City Council recognises tenants as both our customers and our partners. We thank everyone who gives their time, experience and insight to help improve housing services for all.

We are committed to:

- Using tenant voice to shape service delivery
- Meeting the Regulator of Social Housing's Standards
- Publishing and acting on Tenant Satisfaction Measures
- Learning from Housing Ombudsman complaints and recommendations
- improving our digital engagement offer while still supporting customers who are digitally excluded.

## **Continuous Improvement**

This Plan is a living document. It will evolve through feedback from tenants, learning from compliments and complaints, updates to national regulation, and outcomes from tenant scrutiny. Each review will be co-produced with tenants to ensure the Plan continues to reflect their priorities and drives lasting improvement in how we listen, working partnership and deliver services.

#### Annex A: Related Policies and Procedures

This Tenant Partnership and Influence Plan sits within a wider framework of Winchester City Council's housing policies and procedures. Together, they ensure that tenant engagement meets both statutory and regulatory requirements and reflects best practice in transparency, accountability and inclusion.

These related documents set out the specific processes that support this Plan:

##### Statutory and Regulatory Framework

- **Equality Act 2010 and Public Sector Equality Duty:** Requirement to promote equality of opportunity and eliminate discrimination in housing services.

Commented [ST2]: for consistency use 'and' instead of '&'

Commented [ST3]: same as above

- **Housing Act 1985 (Section 105):** Duty to consult tenants on proposals for housing management or maintenance changes that substantially affect them.
- **Housing Ombudsman Complaint Handling Code (2024):** Statutory code establishing standards for complaint handling, fairness and learning.
- **Regulator of Social Housing – Consumer Standards:**
  - o *Transparency, Influence and Accountability Standard*
  - o *Tenancy Standard*
  - o *Safety and Quality Standard*
  - o *Neighbourhood and Community Standard*

## Winchester City Council Housing Policies

**Equality, Diversity and Inclusion (EDI) Policy:** Sets out the Council's approach to ensuring fairness, inclusion and accessibility in all services.

- **Data Protection Policy:** Ensures personal information shared through surveys, panels or events is handled securely and lawfully.
- **Digital Engagement and social media Policy:** Describes how digital channels and social media are used safely and inclusively to engage tenants and share information.
- **Health and Safety Policy:** Outlines how engagement activities are planned and delivered safely.
- **Housing Complaints Policy (2025):** Explains how to raise, escalate and resolve complaints, including how lessons learned are shared through tenant reports and TACT.

- **Lone Working Policy:** Sets out how staff and tenant representatives are kept safe when working alone or visiting tenants in the community.
- **Resident Consultation Policy:** Explains how tenants are formally consulted on significant housing changes in line with Section 105 of the Housing Act 1985
- **Safeguarding Policy:** Protects tenants and staff, setting clear reporting routes for any safeguarding concerns raised during engagement activity.

#### **Supporting Housing Procedures**

- **Co-Production Toolkit (in development):** A practical guide for staff and tenants on co-designing services and policies.
- **Communications and Feedback Procedure:** Guidance ensuring all engagement and consultation are timely, accessible, and transparent.
- **Tenant Activity Survey:** Used to measure the impact of engagement against Tenant Satisfaction Measures (TSMs).
- **Tenant Partnership Team Operational Procedure:** Defines roles, responsibilities, and reporting structures between the Tenant Partnership Team, TACT Board, and Housing Service Leads.

#### **How this Plan connects:**

This Plan provides the strategic framework for tenant partnership and influence. The policies and procedures listed above set out how we deliver on that framework day to day. Each policy will be reviewed regularly to ensure it continues to reflect the principles of listening, inclusion, accountability and transparency set out in this Plan.

#### **Winchester City Council Complaints Policy**

Complaints will be handled in line with Winchester City Council's Housing Complaints Policy and the Housing Ombudsman Complaint Handling Code, which set out a clear, fair, and accessible process for resolving complaints.

You can make a complaint in any of the following ways:

- By completing the online complaints form
- By email to: [customerservice@winchester.gov.uk](mailto:customerservice@winchester.gov.uk)
- By telephone: 01962 848 400
- In writing to: Winchester City Council, Colebrook Street, Winchester, SO23 9LJ
- By speaking directly to any council officer

If you remain dissatisfied after our response, you can escalate your complaint to the Housing Ombudsman, an independent service that reviews housing complaints across England. We aim to make the complaints process straightforward, fair, and transparent.

#### Contact us

##### Tenant Partnership Team

Email: [tenantpartnership@winchester.gov.uk](mailto:tenantpartnership@winchester.gov.uk)

Web: Tenant Partnership - Winchester City Council

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**Equality Impact Assessment (EqIA)**Section 1 - Data Checklist

When undertaking an EqIA 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	
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	Housing Service Managers, Tenant Partnership Team officers, Complaints, Communications Team and relevant policy leads have been engaged throughout development via internal workshops and the Policy Co-Creation Group. Officers were invited to identify equality risks, barriers to engagement, and practical delivery considerations.
3	Have previous consultations highlighted any concerns about the policy or project from an equality impact perspective?	Yes	Tenant feedback highlighted barriers for digitally excluded tenants, disabled tenants, older tenants, tenants with language needs, and those lacking confidence to engage. These concerns have directly shaped the Plan's focus on multiple engagement routes, reasonable adjustments, and proactive inclusion.
4	Do you have any concerns regarding the implementation of this policy or project?	Yes	There is a risk that without continued monitoring and resourcing, engagement activity could disproportionately benefit tenants who are already confident or digitally included. An implementation action plan, monitoring framework mitigate this risk.

		Yes/No	Please provide details
	<i>(i.e. Have you completed a self-assessment and action plan for the implementation of your policy or project?)</i>		
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	TSM results, complaints learning, tenant feedback surveys, and engagement attendance data indicate under-representation of some protected groups, particularly disabled tenants, working-age tenants, younger tenants, and tenants from minority ethnic backgrounds.
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	The Council has delivered the Housing Engagement and Communication Plan (2020–2025), tenant scrutiny arrangements, and co-production for previous years. Lessons learned regarding accessibility, feedback loops, and representation are embedded within this Plan.
7	Are there any other issues that you think will be relevant?	Yes	Cultural change within services, staff capability in co-production, and sustaining meaningful feedback loops are critical. Ongoing staff training and clear accountability arrangements are included to address this.

## Section 2 - Your EqIA form

<b>Directorate:</b> Housing	<b>Your Service Area:</b> Housing	<b>Team:</b> Tenant Partnership	<b>Officer responsible for this assessment:</b> Charlotte Bailey	<b>Date of assessment:</b> 15/12/2025
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	<b>Question</b>	<b>Please provide details</b>
1	What is the name of the policy or project that is being assessed?	Tenant Partnership and Influence Plan 2025–2030
2	Is this a new or existing policy?	Existing – refreshed and strengthened This Plan replaces the Housing Engagement and Communication Plan 2020–2025.
3	Briefly describe the aim and purpose of this work.	The Plan sets out how Winchester City Council will work in partnership with tenants, leaseholders and shared owners to ensure their voices meaningfully influence housing services, policies, decisions and investment priorities.
4	What are the associated objectives of this work?	<ul style="list-style-type: none"> <li>- Strengthen tenant influence over housing decisions</li> <li>- Embed co-production as standard practice</li> <li>- Improve transparency, accountability and trust</li> <li>- Meet regulatory and statutory duties on tenant involvement</li> <li>- Increase engagement from under-represented groups</li> <li>- Demonstrate compliance with the Consumer Standards and TSMs</li> </ul>
5	Who is intended to benefit from this work and in what way?	<ul style="list-style-type: none"> <li>- Tenants, leaseholders and shared owners: Greater influence, fairness, transparency and service improvement</li> <li>- Housing services: Better-informed decisions, improved outcomes, reduced complaints</li> <li>- The Council: Stronger regulatory compliance and improved tenant satisfaction</li> </ul>
6	What are the outcomes sought from this work?	<ul style="list-style-type: none"> <li>- More inclusive and representative tenant involvement</li> </ul>

		<ul style="list-style-type: none"> <li>- Clear evidence of tenant influence on services</li> <li>- Improved tenant satisfaction and trust</li> <li>- Reduced repeat complaints through learning and feedback</li> </ul>
7	What factors/forces could contribute or detract from the outcomes?	<p>Contribute:</p> <ul style="list-style-type: none"> <li>- Dedicated Tenant Partnership Team</li> <li>- Senior leadership and delivery staff support</li> <li>- Co-production culture</li> <li>- Clear reporting and monitoring</li> </ul> <p>Detract:</p> <ul style="list-style-type: none"> <li>- Digital exclusion</li> <li>- Capacity constraints</li> <li>- Engagement fatigue if feedback loops are not closed</li> </ul>
8	Who are the key individuals and organisations responsible for the implementation of this work?	<ul style="list-style-type: none"> <li>- Tenant Partnership Team</li> <li>- Housing Service Leads</li> <li>- Councillors</li> <li>- Tenants and tenant representatives</li> <li>- TACT Board</li> </ul>
9	Who implements the policy or project and who or what is responsible for it?	Implementation is led by the Tenant Partnership Team with shared responsibility across all Housing Services. Strategic oversight sits with DMT and the TACT Board.

		Please select your answer in <b>bold</b> . 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?	No evidence suggests adverse impact. Translation, outreach and inclusive engagement methods reduce risk.		
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?	Engagement opportunities are open to all genders. No differential impact identified.		
12a	Could the policy or project have the potential to affect individuals or communities on the basis of disability differently in a negative way?  <i>you may wish to consider:</i> <ul style="list-style-type: none"><li>• <i>Physical access</i></li><li>• <i>Format of information</i></li><li>• <i>Time of interview or consultation event</i></li><li>• <i>Personal assistance</i></li><li>• <i>Interpreter</i></li><li>• <i>Induction loop system</i></li><li>• <i>Independent living equipment</i></li><li>• <i>Content of interview</i></li></ul>	Y	N	
12b	What existing evidence (either presumed or otherwise) do you have for this?	Disabled tenants may face barriers due to mobility, communication needs, digital access or confidence. This risk is recognised and actively mitigated.		
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?	No evidence of differential impact. Engagement spaces are inclusive and safe.		
14a	Could the policy or project have the potential to affect individuals on the basis of age differently in a negative way?	Y	N	

14b	What existing evidence (either presumed or otherwise) do you have for this?	Younger tenants and working-age tenants are historically under-represented, while older tenants may face digital barriers.		
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 you have for this?	No evidence of negative impact. Engagement activities are planned flexibly and respectfully.		
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?	No evidence identified. Inclusive culture and EDI principles apply.		
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?	No evidence identified.		
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?	Flexible engagement methods reduce barriers.		
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	Primarily relating to disability and age if mitigations were not applied.

20	<p>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 characteristic.</p>	Y	N	<p>Disability: Adjustments actively promote equality of opportunity</p> <p>Age: Targeted engagement improves representation</p> <p>No justification applies to other characteristics as no negative impacts are identified.</p>
21	<p>How will you mitigate any potential discrimination that may be brought about by your policy or project that you have identified above?</p>	<ul style="list-style-type: none"> <li>- Multiple engagement routes (online, in-person, remote)</li> <li>- Reasonable adjustments (large print, easy read, translation, hearing loops)</li> <li>- Digital inclusion support and drop-ins</li> <li>- Outreach to under-represented groups</li> <li>- EDI oversight</li> <li>- Monitoring diversity data and acting on findings</li> <li>- Clear feedback loops ("You Said, We Did")</li> </ul>		
22	<p>Do any negative impacts that you have identified above impact on your service plan?</p>	Y	N	<p>The Plan supports and strengthens the Housing Service Plan and regulatory compliance.</p>

Signed by completing officer	
Signed by Service Lead or Corporate Head of Service	

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REPORT TITLE: TENANT SATISFACTION MEASURES SURVEY RESULTS  
2025/26

2 FEBRUARY 2026

REPORT OF CABINET MEMBER: Cllr Mark Reach

Contact Officer: Sarah Hobbs Tel No: 01962 848400 Email  
shobbs2@winchester.gov.uk

WARD(S): ALL WARDS

## PURPOSE

This report aligns with the council's priorities of Good Homes for all and Thriving places

This report provides an updated position on the council's Tenant Satisfaction measure (TSM) scores from this year's survey as well as an update on action taken based on last year's Tenant Satisfaction scores in key areas.

There are 12 TSMs which housing providers are required by the regulator of social housing (RSH) to collect through an annual tenant satisfaction survey. This report also provides results for the previous year TSM results as a comparison.

The report makes service improvement recommendations based on tenant feedback from this year's survey results.

## RECOMMENDATIONS:

That Cabinet Committee Housing:

1. Note the 2025/26 survey results.
2. Note the progress made as a result of 2024/25 TSM survey results.
3. Agree the work that is underway or proposed to address the two indicators that are below median benchmark.

**IMPLICATIONS:**

**1. COUNCIL PLAN OUTCOME**

- 1.1 Greener Faster
- 1.2 The council commissioned a housing research organisation to conduct the survey. ARP Research, included in their response details of maximising the use of digital processes (where permitted within the regulator's requirements for the survey), use of recycled and environmentally friendly products for printed materials, and how their operating model aims to keep transportation to a minimum
- 1.3 Thriving Places
- 1.4 In commissioning the survey, it helps the landlord service focus on areas of improvement so that the council continue to create and support places where people want to live across Winchester district.
- 1.5 Healthy Communities
- 1.6 Survey questions include opportunities for tenants to feedback to the council on matters relating to living well. In addition to how well maintained their home is; tenants were asked about how safe they feel in their homes, satisfaction with how the council deals with reports of anti-social behaviour along with the opportunity to provide feedback on subjects of their choice.

The Tenant Satisfaction Measures (TSMs) includes a performance measure on whether tenants feel the council makes a positive contribution to the area.
- 1.7 Good Homes for All
- 1.8 The survey provides an opportunity for tenants to feedback on how well they feel the council providing safe and well maintained homes and looking after communal areas within blocks. This feedback helps understand what is important to tenants.
- 1.9 Efficient and Effective
- 1.10 Interrogation of the survey results enables the council to focus on continuous improvement in the customer service offer and drive service efficiency through full exploitation of IT and digital systems.
- 1.11 Listening and Learning
- 1.12 The survey provides a key opportunity for tenant feedback on the council's housing services. The data and feedback gathered gives insight into how the council is performing as a landlord from a tenant perspective. It also helps the council to understand how we are performing against the sector.

Using survey feedback to inform service improvement plans and communicating effectively on what action the council has taken as a result of the survey results to ensure that the tenants voice is at the heart of service improvement and can see how this influences service delivery and drives change.

2. FINANCIAL IMPLICATIONS

2.1 There are no direct financial implications stemming from this report. The cost of the annual survey is contained within existing budgets.

3. LEGAL AND PROCUREMENT IMPLICATIONS

3.1 The new TSM's allow tenants to see how their landlord is performing compared to other landlords. The council is required to report the outcome of the annual survey to the Regulator of Social Housing (RSH) and to tenants. Any procurement required because of actions arising from this report will be conducted in compliance with Contract Procedure Rules, Financial Procedure Rules and national procurement legislation.

4. WORKFORCE IMPLICATIONS

4.1 Delivery of work programme is based on the existing staff resources.

5. PROPERTY AND ASSET IMPLICATIONS

5.1 None

6. CONSULTATION AND COMMUNICATION

6.1 The Regulator of Social Housing (RSH) sets out the details of how housing providers are required to conduct tenant perception surveys to generate the TSMs data.

6.2 The survey was promoted through the housing newsletter and the council's Housing Improvement workshops, policy co-creation group, digital and community hubs along with outreach work in our communities.

6.3 The council's webpage was updated to include a Frequently Asked Questions (FAQ) document for additional information and contact details for any queries.

6.4 The survey results will be published on the council's housing webpage. The results will be shared with the TACT board and Housing Improvement workshop groups to work collaboratively on prioritising service improvement actions with tenants and to hold the council's landlord service to account.

7. ENVIRONMENTAL CONSIDERATIONS

7.1 None.

8. PUBLIC SECTOR EQUALITY DUTY

- 8.1 The RSH conducted their own impact assessment as the survey is statutory requirement for all housing providers. The survey guidance produced by the regulator set out the expectations around meeting communication needs and for households who are less likely to engage in the process.
- 8.2 The covering letter sent with the survey was checked by the readers panel for the previous year's survey and no changes were made to this year's letter format.
- 8.3 Tenants had the option to complete the survey online or using the paper format. The tenants were made aware of the survey through letter, email, the tenant newsletter and text messages.
- 8.4 740 tenants took part in the survey. There were 537 postal completions (73%) and 203 online completions (27%). A computer generated randomly selected one third of general needs households (1508), along with a full census of sheltered/extra care (483) and temporary housing (107). Colour paper self-completion questionnaires were distributed to the selected sample, with a follow up reminder three weeks later. Email and text messages were also sent on a weekly basis. The survey was incentivised with a free prize draw of 3 x £25 shopping vouchers.

9. DATA PROTECTION IMPACT ASSESSMENT

- 9.1 The previous data protection impact assessment was reviewed to identify and address any new data protection issues arising from carrying out the survey given the level of personal and sensitive data being collected and shared between the council and the research organisation. This ensures that appropriate contractual and other arrangements are in place to protect data and share securely. No new issues were identified before the 2025 survey was carried out.

10. RISK MANAGEMENT

- 10.1 The TSM survey is a regulatory requirement. The main risk would arise from a failure to conduct this survey in line with the requirements and submit the data return within the deadlines.
- 10.2 There was a risk of survey fatigue due to the increase in survey and feedback requests to tenants across the reporting year. Communication around the survey launch was delivered through existing engagement structures such as housing improvement workshops and community hubs to encourage survey responses and feedback.

<b>Risk</b>	<b>Mitigation</b>	<b>Opportunities</b>
Financial Exposure		
Exposure to challenge	Conducting the survey in line with requirements and meeting deadlines reduces legal risk.	
Innovation		
Reputation Not completing the TSM survey in line with the RSH requirements	Commissioned ARP research to conduct the survey on behalf of the council who an experienced provider to ensure the sample was representative and met CAB3497(H) the requirements for the return to be valid.	
Achievement of outcome		
Property		
Community Support		
Timescales That we can meet the RSH data requirement to submit the TSM results.	The survey was conducted in good time to allow for supplementary actions to be taken if the data collected failed to meet the RSH requirements.	
Project capacity Staffing resource and structure is in place to conduct the TSM survey to ensure tenants are aware of the results and how they will be used.		
LGR		
Other		

11. SUPPORTING INFORMATION:

11.1 Introduction

11.2 This report provides an update on how results from the 2024/25 survey results have influenced service delivery. Last year's results saw a drop in overall satisfaction by 2% with some key focus areas identified from the survey results, along with helpful insights around areas with highest levels of dissatisfaction.

11.3 This report provides also an overview of the 2025/26 survey results and a progress update against last year's survey results.

Summary of results

11.4 The survey response rate was 35% (with an error margin +/- 3.3%). Overall satisfaction was 78% (top quartile of local authorities), a 2% increase compared to the previous year results and in line with our 2023/24 presenting overall satisfaction score as stable. Overall satisfaction across the housing sector remains at 69% for national benchmark figure in 2024/25.

11.5 The results across this year's survey present a good position with most scores (10 out of 12) being above the median benchmark from the Regulator of social housing's Local authority results for 2024/25. The areas below benchmark are; makes a positive contribution which is 1% below the benchmark and approach to handling ASB which is 6% below the benchmark and has dropped 4% from last year's survey response.

11.6 3 of 5 indicators of overall satisfaction are linked to communication and customer focus, with the strongest (three quarters) of tenants that feel they are being treated fairly and with respect. The key drivers linked to overall satisfaction score in this year's survey are:

- a) treated fairly and with respect (77%)
- b) home that is well maintained 73%
- c) listens and acts on views 61%
- d) repairs service in last 12 months 74%
- e) easy to deal, with (non regulatory) 73%
- f) 9 out of 12 scores are in line or above last year's survey scores. The 3 areas which have reduced are; repairs service in last 12 months 74% (drop in 2%), being kept informed 70% (drop in 1%) and approach to handling ASB 51% (drop in 4%).

Measure	2025/26	2024/25	Bench mark
TP01 Overall satisfaction	78%	76%	69%
TP02 repairs service in last 12 months	74%	76%	72%
TP03 time taken to complete last repair	72%	72%	68%
TP04 home is well maintained	73%	73%	68%
TP05 home is safe	77%	76%	74%
TP06 listens to views and acts on them	61%	61%	57%
TP07 being kept informed	70%	71%	69%
TP08 treated fairly and with respect	77%	77%	75%
TP09 approach to handling complaints	37%	34%	31%
TP10 communal areas clean and maintained	71%	61%	63%
TP11 makes a positive contribution	61%	60%	62%
TP12 approach to handling ASB	51%	55%	57%

- 11.7 Level of satisfaction has remained consistent for the council providing a well maintained (73%) and safe home (77%).
- 11.8 Level of satisfaction with repairs and time taken to complete repairs has remained stable. Key themes from feedback provided are the need for better information and communication and the speed of response, along with better quality repairs. There have been less comments around heating and energy efficiency and damp, mould and condensation this year compared to the previous year.
- 11.9 Feedback from the survey will be shared with contractors to ensure collaborative and shared action to address areas of dissatisfaction with repairs to ensure the council holds the supply chain to account through robust contract management.
- 11.10 Communication is a strong theme for this year's survey response with returning calls and emails receiving the most comments and listen to and respond more meaningfully.

- 11.11 There are plans to implement additional MRI modules to improve in system and collaborative work across teams within housing. For example, a customer relationship manager (CRM) system is being procured and budget available to purchase this which should address some of the gaps with effective communication and joined up working. The CRM system will give greater visibility across teams of any customer contact and queries with a clear view on who is dealing with queries and the status of these.
- 11.12 The development of more tenant feedback mechanisms to capture satisfaction and feedback linked to customer experience when interacting with housing services is planned for 2026.
- 11.13 A third of comments received were positive (34%) with the highest number of comments general positive feedback and the lowest comments were good communications.
- 11.14 Overall satisfaction is significantly higher for 65+ respondents (88%) compared to those aged between 34-49 (63%) which has seen a drop of 8% compared to the previous year's results for this age group.
- 11.15 Under 35s remain least satisfied with the repairs satisfaction responses compared to other age groups, however there has been an increase from 70% to 79% overall satisfaction from under 35's compared to last year's survey.
- 11.16 Work to improve our EDI data and using this as insight to tailor communication and engagement will continue in 2026. The increase in overall satisfaction for under 35's has started to show change from the previous year and work set out within the Tenant partnership and influence plan will build upon this.
- 11.17 The two significant differences in overall satisfaction by area are; Stanmore where they are less satisfied (68%) and in Winnall and Highcliffe where there has been a 10% increase in satisfaction from last year's survey (77%).
- 11.18 The survey feedback will be reviewed with teams, TACT board and involved tenants to identify ways to strengthen and increase satisfaction in Stanmore. Action days are already planned in for 2026 to continue the community outreach and partnership working work already delivered this year.
- 11.19 The results will be submitted to the regulator. A copy of the full report is provided in Appendix 1.

#### **Response to TSM scores 2025/26 below benchmark**

- 11.20 Anti social behaviour satisfaction is 6% below the national satisfaction score for local authorities nationally. Work continues following the completion of an external review carried out by RESOLVE, who are sector leading ASB experts

of our approach to handling ASB with key improvements being delivered including; a dedicated ASB role confirmed as part of the landlord services restructure consultation and an Area Housing Manager leading on the consumer standard for neighbourhood and community to drive service improvement. Recommendations from the external service review carried out are in progress or under review as part of ongoing service improvement work.

- 11.21 Makes a positive contribution score is 1% below benchmark median, although satisfaction has increased by 1% compared to the previous year's survey result. Through engagement with customers we will seek to understand the reasons why this score is below benchmark to establish an action plan to address it.

#### **Progress on TSM scores 2024/25 (previous year) below benchmark**

- 11.22 Complaints handling satisfaction has increased to 37% from 34% in last year's survey. Complaints handling and awareness training has been delivered to 63% of staff across housing as part of the complaints improvement plan. Quarterly training sessions continue to be delivered to capture any new staff joining the service. Complaints themes are reported to TACT Board on a quarterly basis for oversight and scrutiny. A complaints focus group has been set up with residents to work in partnership to scrutinise our complaints handling.
- 11.23 Satisfaction with communal areas clean and well maintained has increased significantly to 71% from 61% in the previous year's survey. Close working relationship with the contractor, effective contract management and aligned commitment to delivering a good level of service have contributed to increased satisfaction reflected in this year's survey.
- 11.24 Satisfaction with handling ASB satisfaction has dropped this year to 51% from 55% in the previous year. Sector experts RESOLVE concluded their service review with recommendations presented back to the senior management team, updates shared with TACT board and at our more informal Housing Improvement workshops with tenants which RESOLVE attended to share updates on the outcomes from this review. Development of 3 policies in conjunction with sector experts RESOLVE; Anti-social Behaviour, Hate crime and Good neighbour and procedures has been completed and consulted on.
- 11.25 The council's tenant engagement approach has been developed and strengthened over the year, using data from last year's survey results to identify areas with the highest levels of dissatisfaction. In response to the survey, quarterly Housing improvement workshops were held across the district in those areas identified; Stanmore, Winnall & Highcliffe, Bishop's Waltham and Kingsworthy. This provided more opportunities to engage with different tenants across our district using tenant voice to influence the schedule.

- 11.26 5 Community hubs are set up across the district and 4 digital hubs providing outreach engagement work. 2 action days have been delivered in Stanmore with further activities planned.
- 11.27 A tenant engagement structure has been set up for policy co production and review work, providing a mixture of in person and online platforms for engagement and tenant feedback.

12. OTHER OPTIONS CONSIDERED AND REJECTED

- 12.1 No other considerations as it is a regulatory requirement to conduct the annual tenant satisfaction survey.

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

CAB3497(H) TENANT SATISFACTION MEASURES FEBRUARY 2025

CAB3429(H) Tenant Satisfaction Survey (TSS) Results report

Other Background Documents:-

Tenant Satisfaction Measures 2024/25: Headline report [Tenant Satisfaction Measures 2024/25: Headline Report - GOV.UK](#)

APPENDICES:

Appendix 1 ARP Research Tenant Satisfaction Survey 2025/26 report



# TSM Tenant Satisfaction Survey

## 2025/26

for:



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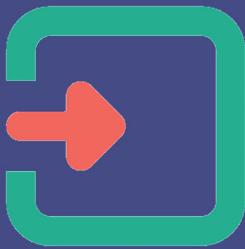


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# 1. Introduction

## Background

This report details the results of Winchester City Council's 2025/26 TSM tenant satisfaction survey, delivered by ARP Research. The aim of the survey is to allow tenants to have their say about their home, the services they receive, and how these could be improved in the future.

The survey meets the requirements of The Regulator of Social Housing's guidance for tenant satisfaction measures (TSMs). All social landlords are required to report TSMs annually.

Throughout the report the survey data has been broken down and analysed by various categories, including by stock type, area and various equality groups. Where applicable the current survey results have also been compared against the 2024/25 TSM survey, including tests to check if any of the changes are *statistically significant*. Finally, the results have also been benchmarked against the Regulator of Social Housing's published national 2024/25 year end TSM figures for local authorities.

## About the survey

The survey was conducted by ARP Research between 24 September and 7 November 2025. A computer-generated randomly selected one third census of general needs households were invited to take part in the survey, alongside a full census of sheltered/extra care and temporary housing.

Colour paper self completion questionnaires were distributed to the selected sample, followed by a reminder approximately three weeks later for all those that had not yet replied. After the first week, online survey invitations/reminders were also sent to non-respondents on a weekly basis to the sample via email and SMS where suitable contacts were available, for a total of two emails and two text messages. The survey was incentivised with a free prize draw.

Overall, 740 tenants took part in the survey, which represented a response rate of 35% of those households selected in the sample (error margin +/- 3.3). This comfortably exceeded the stipulated TSM target error margin of +/- 4.0%. The final survey data was weighted by interlaced age group, property size and stock type to ensure that the survey was representative of the tenant population as a whole.

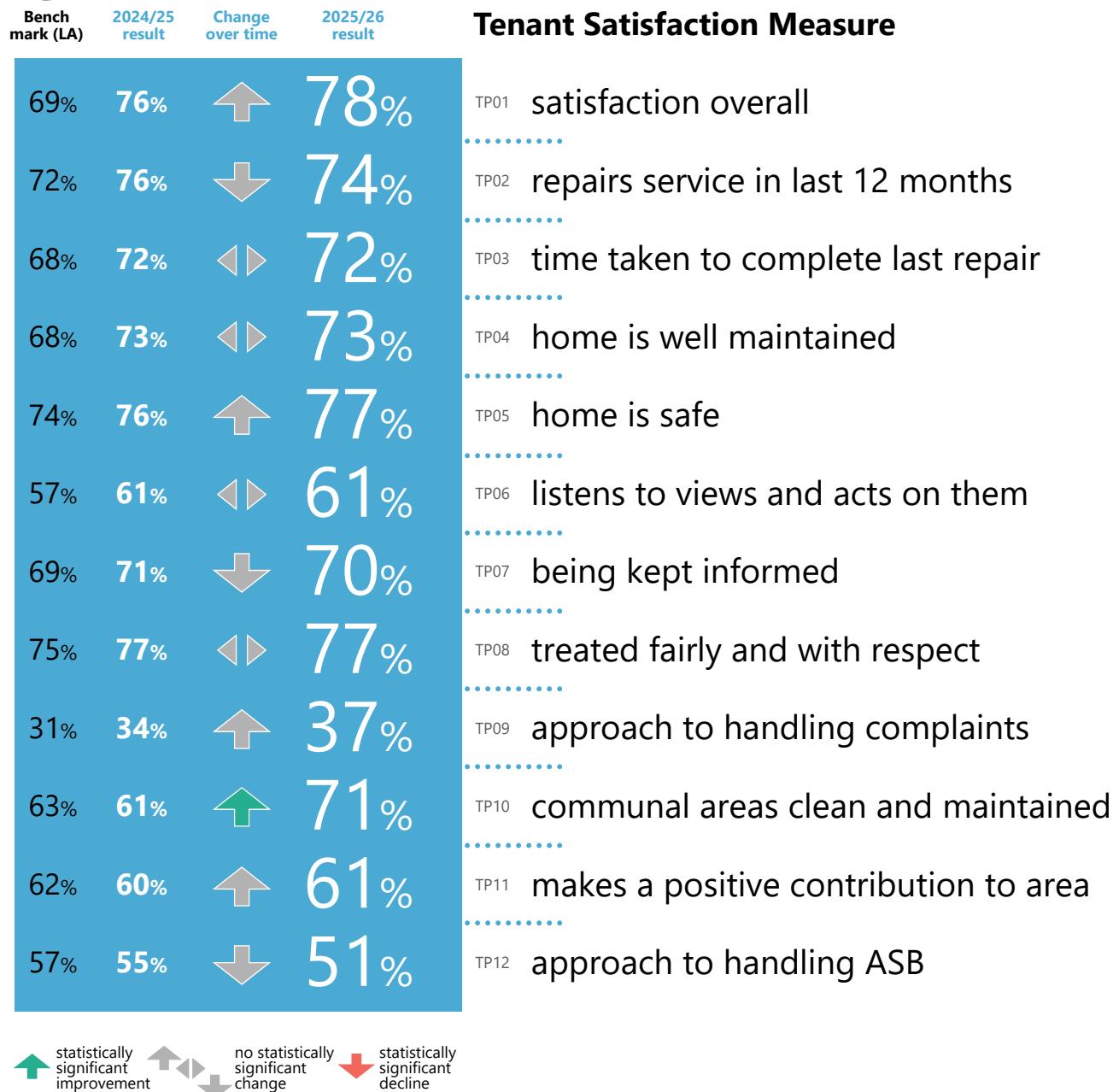
## Understanding the results

Most of the results are given as percentages, which may not always add up to 100% because of rounding and/or multiple responses. It is also important to take care when considering the results for groups where the sample size is small. Where there are differences in the results over time, or between groups, these are subjected to testing to discover if these differences are *statistically significant*. This tells us that we can be confident that the differences are real and not likely to be down to natural variation or chance.

For a summary of the approach, including detailed methodology, please see appendix A.



## 2. Executive summary



## 2. Executive summary

### Overall satisfaction

1. Overall satisfaction with the service provided by Winchester City Council Housing Services is essentially stable at 78%, with a variation of just 2% over three surveys. This reflects the national picture as reported by the Regulator of Social Housing (section 3).
2. This score is well above the national average of 69% across England, to the extent that it is the top quartile of local authority landlords.
3. A similar pattern is evident throughout the survey results, to the extent that only one out of the twelve TSM regulatory measures demonstrated a significant change; communal maintenance and cleaning increased (section 4).
4. Satisfaction amongst 35-49 year olds has fallen by 8%, but it is notably better than before for the under 35s where it is up 9% to 79%.
5. A key 'driver' statistical test has been used to highlight the combination of other survey questions that together are the best predictors of how tenants rate the overall satisfaction score. They are listed here in descending order of strength. This year there is stronger emphasis on communication, including the customer effort score (easy to deal with) which has significantly improved.
  - Treated fairly and with respect (77%, section 6)
  - Provide a home that is well maintained (73%, section 4)
  - Listen to and act on tenants' views (61%, section 6)
  - Easy to deal with (73%, section 6)
  - Repairs service in the last 12 months (74%, section 6)

### Communication

6. Three of the five best predictors of overall satisfaction are in this section of the survey, highlighting communication and customer focus is an important theme of this year's results (section 6).
7. The strongest key driver is the extent to which tenants feel they were being treated fairly and with respect, so it is positive to find that over three quarters continue to feel this way (77%), which is slightly above the national average of 75%.
8. The same pattern is true for the two other TSM rating in this section; tenants being kept informed about things that matter to them (70%) and feel that their views are being listened to and acted upon (61%).
9. The 'customer effort' score for how easy housing services is to deal with is one of only two survey questions where the result has improved significantly since last year (73% v 71%), including a 5% increase in the proportion that are 'very' satisfied.

### The home

10. The level of satisfaction amongst tenants that the Council provides a well maintained home has been consistent over the last few surveys, standing at 73% this year. This is above average compared to other local authorities (median 68%, section 4).
11. The assessment of building safety is also broadly unchanged with 77% satisfaction, and this too is above the benchmark of 74, although it is interesting to note that it is rated higher by males than females (80% v 75%).

## 2. Executive summary

12. The largest improvement for any rating in the survey is, however, to be found in the perception of communal repairs and maintenance which sees 10% increase in the score since last year, moving it into the top half of the benchmark group. This improvement comes almost exclusively from general needs tenants.

### Repairs

13. Three quarters of those that had received a repair over the last 12 months are satisfied with the service they received (74%). This has arrested the fall in repairs satisfaction observed last year, although it hasn't yet returned to the previous level from two years ago (was 80%, section 5).
14. Nevertheless, repairs satisfaction is less strongly correlated with overall satisfaction than it was last year, possibly because performance is now more stable than it was then.
15. This includes when tenants are asked about the time taken on the last repair 72% are satisfied, which is identical to last year.
16. This stability also ensured that both TSM measures stay in the top half of local authority landlords nationally.

### Neighbourhoods

17. The rating for the positive contribution that housing services makes to the neighbourhood (61%) has been stable over the last three years and is almost identical to the local authority average (section 7).
18. Satisfaction with the Council's approach to handling anti-social behaviour has fallen by four points (now 51%), but this isn't statistically significant due to the fact that some people didn't answer the question at all, and a third of those that did simply chose the middle point on the scale. This pattern is common in self-completion surveys.
19. Although still giving lower ratings than other districts, both measures score higher than last year in City Stanmore.

### Complaints

20. Survey respondents are to decide for themselves if they have recently complained to their landlord rather than limiting it to a narrow definition of what constitutes a formal complaint. This means that most are likely to be escalated service requests (section 8).
21. The benchmark average is for over a quarter of survey respondents to have made a self-defined complaint. The equivalent proportion in Winchester is now considerably lower than this at just 18%, having fallen by five points.
22. Satisfaction with how complaints are managed has crept up slightly since last year (37% v 34%), albeit not a statistically significant change due to the smaller size of the respondent group. However, the Council's score is now good enough to be in the benchmark top quartile.



### 3. Services overall

**78%**  
satisfied  
overall



**top 'key  
drivers'**

1. treated fairly & with respect
2. home that is well maintained
3. listens and acts on views
4. easy to deal with
5. repairs service in last 12 months

- Overall satisfaction is stable, varying by just 2% over the last 2 years. This reflects the national picture
- Overall tenants satisfaction is in the top quartile compared to local authorities in England
- This year's key driver analysis has a stronger emphasis on communication, with a higher customer effort score this year
- Satisfaction amongst 35-49 year olds has fallen by 8%, but it is notably better than before for the under 35s

### 3. Services overall

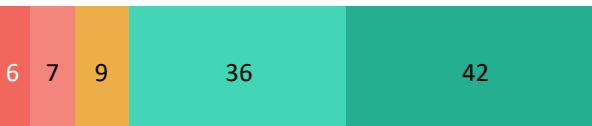
#### 3.1 Overall satisfaction

% Base 734 | Excludes non respondents



satisfied 2025/26   satisfied 2024/25   error margin

Overall service provided by  
Winchester City Council  
housing services



78

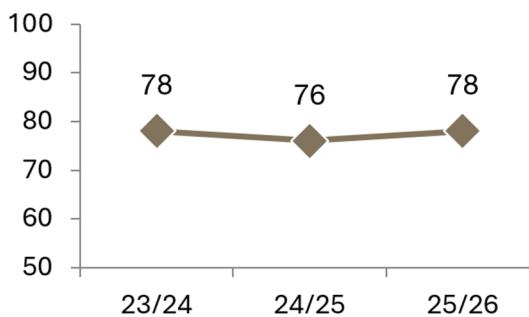


76

+/-  
3.0



69



	Base	very dissatisfied	fairly dissatisfied	neither	fairly satisfied	very satisfied	satisfied 2025/26	satisfied 2024/25	error margin
General needs	494	6	8	10	35	41	76	74	+/- 3.8
Sheltered/Extra care	231	2	2	5	48	43	90	85	+/- 3.9

Overall satisfaction with the service provided by Winchester City Council Housing Services is essentially **stable** at 78%, with a variation of just 2% over the first three Tenant Satisfaction Measure (TSM) regulatory surveys. The same is true for the opposite end of the scale, where 11% are actively dissatisfied.

The reflects the national picture, with recently published finding from the Regulator of Social Housing that there has only been a marginal increase this year, primarily due to methodology. Consequently, the Council's score still remains **well above** the national average compared to all other local authorities across England (median 69%), to the extent that it is the top quartile of comparable landlords.

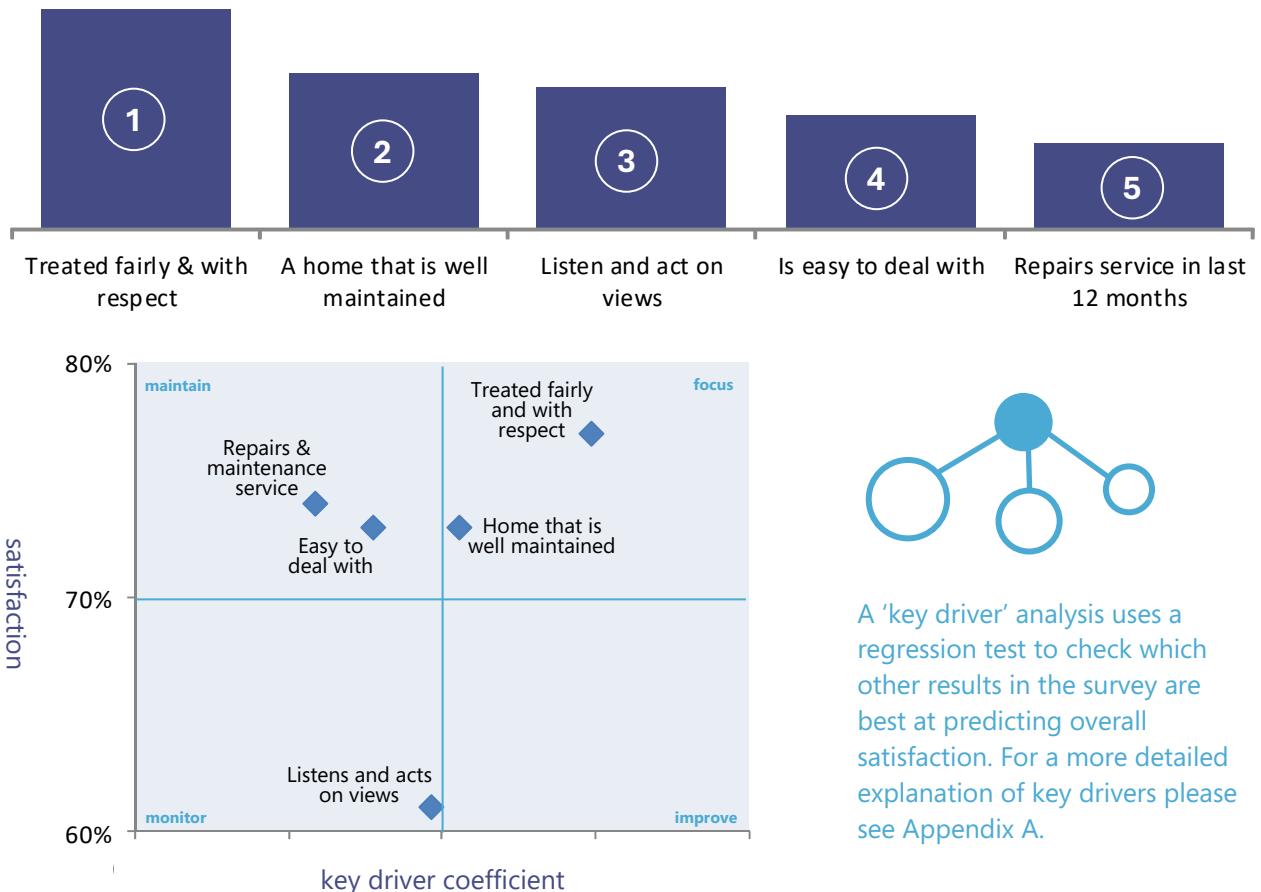
The 2% variation in overall satisfaction since last year is **not statistically significant**, which means that the results of a standard statistics test on these results tell us that the difference is likely to be down to chance. This doesn't come with absolute certainty, and it doesn't automatically mean that non-significant differences are meaningless, but it does highlight those differences that we can be the most confident about.

A similar pattern is evident **throughout the survey results**, to the extent that only one out of the twelve TSM regulatory measures demonstrated a significant change, this being the cleaning of communal areas where satisfaction has jumped up by 10% (section 4). There has also been an improvement in the non-regulatory customer effort question (section 6).

### 3. Services overall

#### 3.2 Key drivers - overall satisfaction

R Square = 0.736 | Note that values are not percentages but are results of the statistics test. See Appendix A for more details.



A 'key driver' analysis uses a regression test to check which other results in the survey are best at predicting overall satisfaction. For a more detailed explanation of key drivers please see Appendix A.

#### Key drivers

To help in our understanding of tenant satisfaction we use another statistical test that highlights the combination of other survey questions that together are the best predictors of how tenants score the overall satisfaction score. This is known as a **key driver** analysis and is useful in identifying hidden links that respondents may not even be conscious of. This simple statistical model provides useful insight into the results, although note that there will be many other factors that it is unable to take into account.

Here we do start to see some signs of variation over time, with the most notable difference from last year being the fresh prominence of being **treated fairly and with respect** which now has the strongest correlation with overall satisfaction, although the level of agreement with this question is relatively unchanged since last year. This is joined on the key driver list by other elements of customer experience such as **listening to tenants** and acting on their views, and the extent to which housing services is **easy to deal with** (section 6). The latter is one of the only questions in the survey to demonstrate a significant improvement, recovering some of the ground lost last year, which may be some evidence for the heavy focus in the key driver list on communication topics.

Providing a **home that is well maintained** is the most commonly occurring top key driver amongst ARP Research's clients, so it isn't surprising that this is once again the second strongest key driver of satisfaction, even though it performs better than the national average (section 4).

However, for the previous two years, satisfaction with the **recent experience of repairs** has been the strongest driver, but it has dropped back a little this year. This may be because performance now seems to be stable, having been dropping in the previous surveys (see section 5).

### 3. Services overall

#### By people

- The normal variation by **age group** by is once again apparent in these results. It is typified by a significantly higher overall level of satisfaction amongst those aged 65+ (88%), whilst the 35 – 49 year olds are again significantly less satisfied with a score of 63%, which is a fall of 8% compared to a year ago. This pattern is evident across the majority of other survey questions, as can be seen in table 10.11.
- Also note that whilst the under 35s are still significantly less satisfied than average on the two repairs ratings, there has nevertheless been a notable improvement across the board for this group, including the headline overall satisfaction score which is up from 70% to 79%.
- There is a small but statistically significant difference by sex with an 80% satisfaction level amongst males and 77% for females. Elsewhere in the survey, the main differences were on perceptions of safety (section 4) and being kept informed (section 6). Also see table 10.12.
- Only 11% of respondents are from a Black or minority ethnic (**BAME**) background, and this group now has very similar satisfaction to other tenants (80% v 79%) whereas last year it was slightly higher. BAME tenants are nevertheless still more positive than average on topics such as engagement, neighbourhood and how complaints are handled (table 10.14).
- This year there isn't any notable difference in overall satisfaction between those that have recently received a **recent repair** and those that have not (78% v 80%), which has closed the gap observed last year that was the favour of those that had used the repairs service (was 78% v 69%).
- **Length of tenancy** is a factor; the 3-10 year group are less satisfied than average, most notably in the 6-10 years group where satisfaction is just 69%, a pattern very much evident throughout the findings (table 10.17).

#### By place

- Overall satisfaction amongst **sheltered** tenants has improved by 5% to 90%, whilst there has been a more modest increase amongst general needs tenants from 74% to 76%.
- **Rural** tenants are significantly more satisfied than those in the city (80% and 76% respectively), but whilst the former is down 2% compared to a year ago (was 82%), city tenants are now more satisfied (76%, was 71%, table 10.18).
- There are only two significant differences in overall satisfaction between the six main **districts**, with respondents in City Stanmore again being significantly less satisfied than average (68%), this figure is 82% in Rural South, including 47% that are 'very' satisfied (table 10.19).
- There has also been a notable increase in satisfaction in City Winnall and Highcliffe from 67% to 77%.
- When analysed by **property type** those living in bungalows are unsurprisingly still the most satisfied group (91%) followed by flats/ maisonettes (79%), leaving residents in houses as the least satisfied group (72%, table 10.16).



## 4. The home



- ➡ Property maintenance and safety scores both continue to be stable and above the benchmark median
- ➡  However, building safety is rated significantly higher by males than females
- ➡  The most dramatic survey finding is a significant 10% increase in satisfaction with communal cleaning and maintenance, mainly due to general needs tenants
- ➡  Properties are again rated lower than average in the City Stanmore, and the maintenance score is down in Rural North

## 4. The home

The broad level of satisfaction amongst tenants with the ability of the Council to provide them with a **home that is well maintained** has been fairly consistent over the last few surveys. On each occasion that has included just under three quarters of the sample that are generally satisfied in this regard (73% this year), compared to fewer than a fifth that are dissatisfied (17% this year).

Fortunately, over that period the average score for local authority landlords across England has also remained relatively static, to the extent that the Council's score continues to be **above average** compared to the benchmark median of 68%.

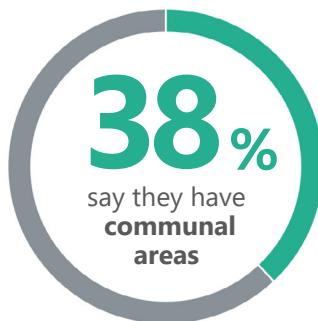
This, coupled with this rating remaining in second position on the **key driver** list, thereby indicating a strong correlation with overall tenant satisfaction, suggests that this is why overall perceptions of the Council is high relative to other local authorities.

This perception is obviously both influenced or otherwise linked to other elements of the service, including the assessment of **building safety**, which is also broadly unchanged since last year (77% v 76%). This too is in the top half of local authorities (median 74%), although it is interesting to note that it is rated higher by males than females (see below).

The most dramatic finding in the whole survey is, however, to be found in the perception of **communal cleaning and maintenance** which sees a **10% increase** in the score since last year, moving it just into the top quartile of the benchmark group compared to the third quartile last year.

Most of these respondents live in **general needs** housing, and it is this group that seems to be behind the improvement in how communal maintenance is perceived (see below).

It should be remembered that only a minority of the total survey sample are asked this question (41%), which is restricted to only those that say they live in a building with communal areas, either inside or outside, that their landlord is responsible for maintaining. Nevertheless, the improvement in this regard is sufficiently strong to still potentially have been a factor beyond just that specific group.



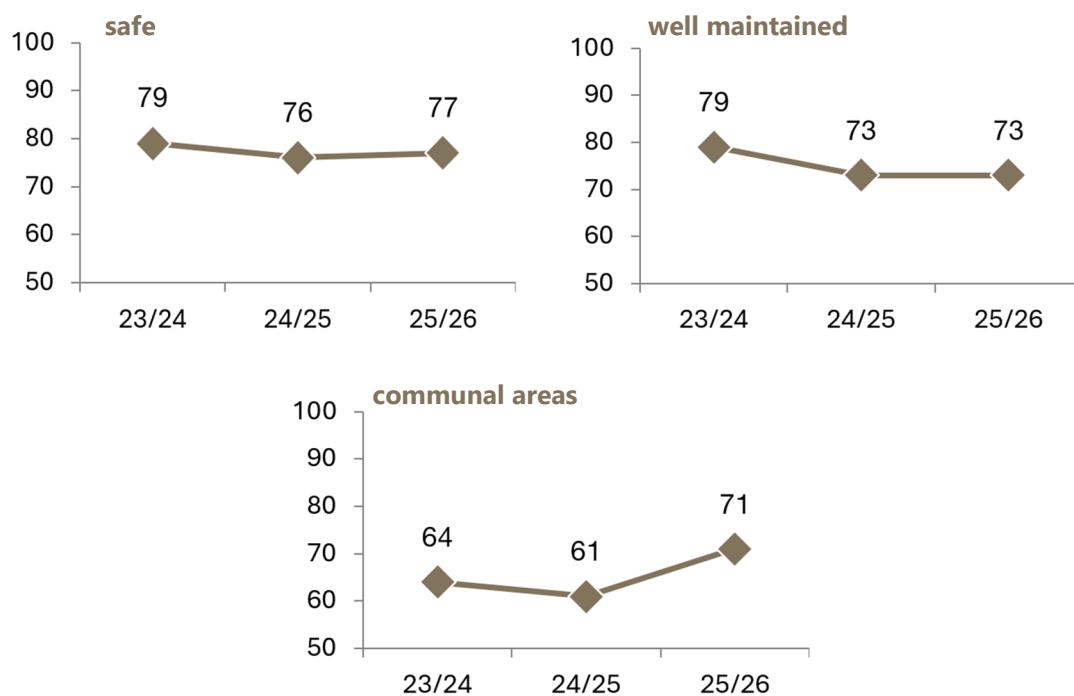
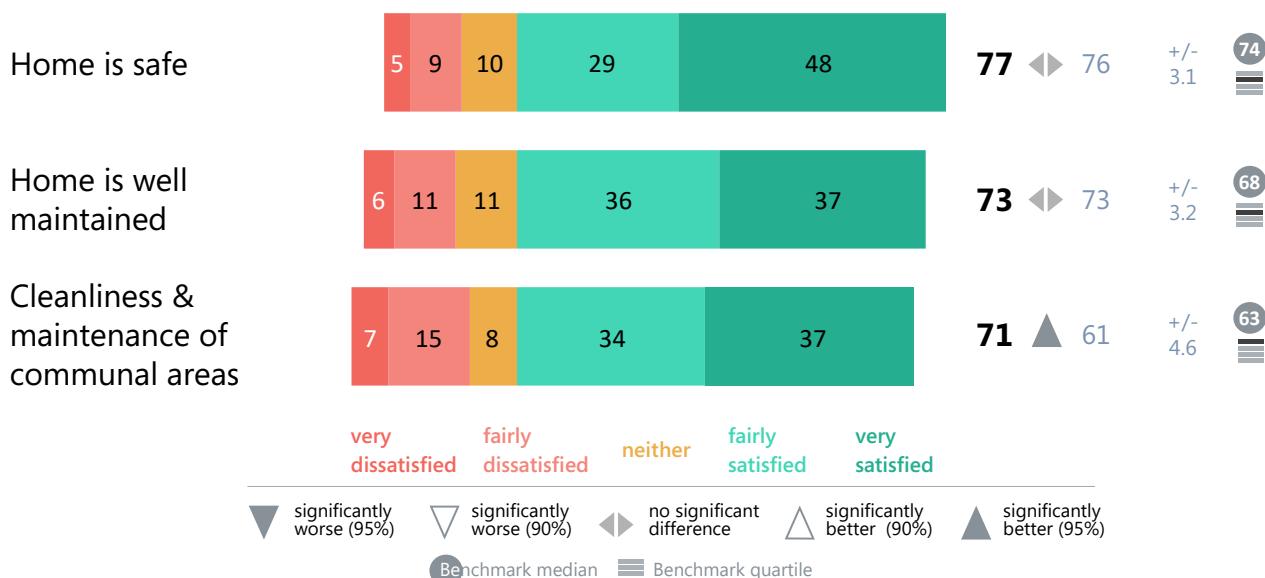
## 4. The home

### 4.1 Satisfaction with the home

% Bases (descending) 727, 727, 284 | Excludes non respondents



satisfied 2025/26   satisfied 2024/25   error margin   bench mark



## 4. The home

### By people

- The **under 50s** remain the least satisfied with both property maintenance and safety, with the 35-49 group significantly less satisfied than average with maintenance (58%), and its safety (59%, see table 10.11).
- In addition, satisfaction amongst the under 35s has fallen for both measures; maintenance (68%, down 5%) and safety of their home (74%, down 4%).
- In this section of the survey the 50-64 age group is distinct in being far less satisfied with communal cleaning and maintenance than the rest of the sample (57%), including 34% actively dissatisfied.
- The highest ratings for maintenance and safety of the home are again to be seen amongst the over 64s (84% and 89%, respectively).
- It is, however, interesting that **male** respondents are significantly more likely than **females** to feel satisfied with the safety of the building (80% v 75%), including a nine point gap in the proportion that are 'very' satisfied.
- Respondents in their **first year** with the council are more satisfied than average that their home is well maintained (77%) and safe (85%), but when the length of tenure reaches 6-10 years satisfaction is significantly lower than average (65% 'maintenance', 66% 'safety').
- Tenants from a **BAME** background remain more satisfied than their White British neighbours with the cleaning and maintenance of communal areas (79% v 70%).

### By place

- By **property type**, respondents in houses remain the least satisfied with property maintenance (62%), compared to 88% in bungalows and 77% in flats/maisonettes.
- Respondents in bungalows are also once again the most likely to be satisfied with safety (91%, including 65% that are 'very satisfied'). As with the rating for maintenance, satisfaction with safety is significantly lower for houses (69%).
- All three ratings in this section are higher than average for **sheltered** tenants. However, there has been a large improvement in satisfaction amongst **general needs** tenants with the cleaning and maintenance of communal areas from 56% to 69%.

Once again, **City Stanmore** residents are significantly less satisfied with the maintenance and safety of their homes (59% and 66%) which is down 3% and 4% respectively. However, they are far more satisfied with the communal maintenance and cleaning (81%, was 53%), with this service rated better than a year ago in every area apart from City Week, which has a small sample size

- There has been a notable 11% fall in satisfaction with the maintenance of the home in **Rural North** from 75% to 64%, with satisfaction here significantly lower than average.

## 4. The home

### Home is safe

	Base	very dissatisfied	fairly dissatisfied	neither	fairly satisfied	very satisfied	satisfied 2025/26	satisfied 2024/25	error margin
General needs	494	5	10	10	29	46	<b>74</b> 	75	+/- 3.9
Sheltered/Extra care	231	2	5	6	33	54	<b>87</b> 	83	+/- 4.3

### Home is well maintained

	Base	very dissatisfied	fairly dissatisfied	neither	fairly satisfied	very satisfied	satisfied 2025/26	satisfied 2024/25	error margin
General needs	494	7	12	11	36	35	<b>70</b> 	71	+/- 4.0
Sheltered/Extra care	231	1	2	9	44	44	<b>88</b> 	86	+/- 4.2

### Communal areas

	Base	very dissatisfied	fairly dissatisfied	neither	fairly satisfied	very satisfied	satisfied 2025/26	satisfied 2024/25	error margin
General needs	494	8	15	9	32	37	<b>69</b> 	56	+/- 4.1
Sheltered/Extra care	231	3	13	8	37	39	<b>76</b> 	75	+/- 5.5



## 5. Repairs

74 %



service in last 12 months

72 %



time taken to complete repair



The ratings in this section are also close to those achieved last year, but this means they have arrested the previous significant fall



Indeed, satisfaction with the repairs service over the last year is no longer the main key driver of overall satisfaction



Both stay in the top half of local authority landlords nationally



There are improvements in the scores for the under 35s, but a drop amongst the 35-49 age group

## 5. Repairs

After a disappointing set of survey results last year that saw a drop in satisfaction with the repair service, the fall has now been arrested, with figures that **haven't varied significantly** over the last 12 months.

Overall, this means that around three quarters of those that had received a repair over the last 12 months are again **satisfied with the service they received**, compared to 18% dissatisfied. Whilst this is still below the 80% level achieved two years ago, it is nevertheless in the **top half** of local authority landlords nationally where the average is just 72%.

Satisfaction with the second regulatory measure that asks about the **time taken** on the last repair is the same, being identical to last year, but at 72% it is still six points lower than two years ago. The benchmark median is 68%, so it nevertheless remains comfortably above average.

The fact that most tenants have received a recent repair (73%) means that any improvements in this service are likely to have help the overall perception of the Council as a landlord. However, it isn't as strongly correlated with overall satisfaction as it was last year (section 3), possibly because performance is now more stable than it was then.

Whilst overall there is little change over time, there are some interesting variations by **age group** with improvements in the scores for the under 35s, but a drop amongst the 35-49 age group (see below).

### By people

- There is an improvement in satisfaction with repairs overall amongst the **under 35s** (66%, was 60%), but those aged 65+ are still the most satisfied group (87%). This pattern repeats for the time taken to complete the last repair (see table 10.11).
- Unlike the youngest respondents, the 35-49 age group is less satisfied than a year ago with both the repairs service overall (65%, down 5%) and the time taken (62%, down 6%). Satisfaction is again significantly higher than average amongst those aged 65 or over.
- Respondents from an **ethnically diverse** background are 7% less satisfied with repairs overall than they were a year ago (now 75%), although this is from a relatively small sample size.
- Overall repairs satisfaction is very high for **long term tenants** (81% at 11–20 years). However, respondents who have been a tenant for 6–10 years are significantly less satisfied with both the service overall and the time taken (both 65%).

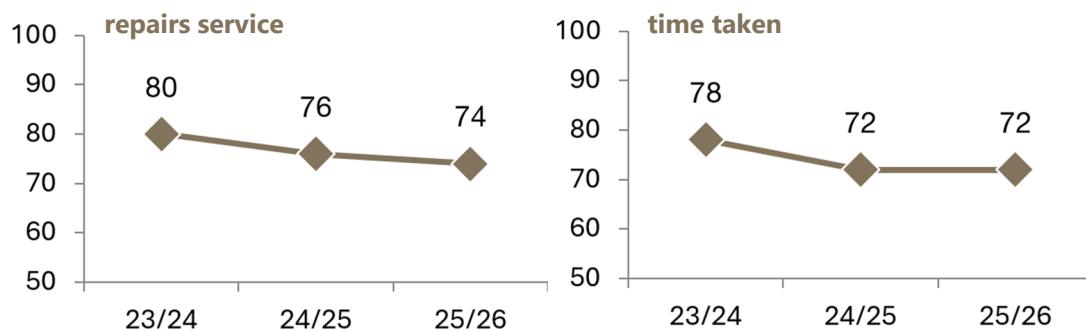
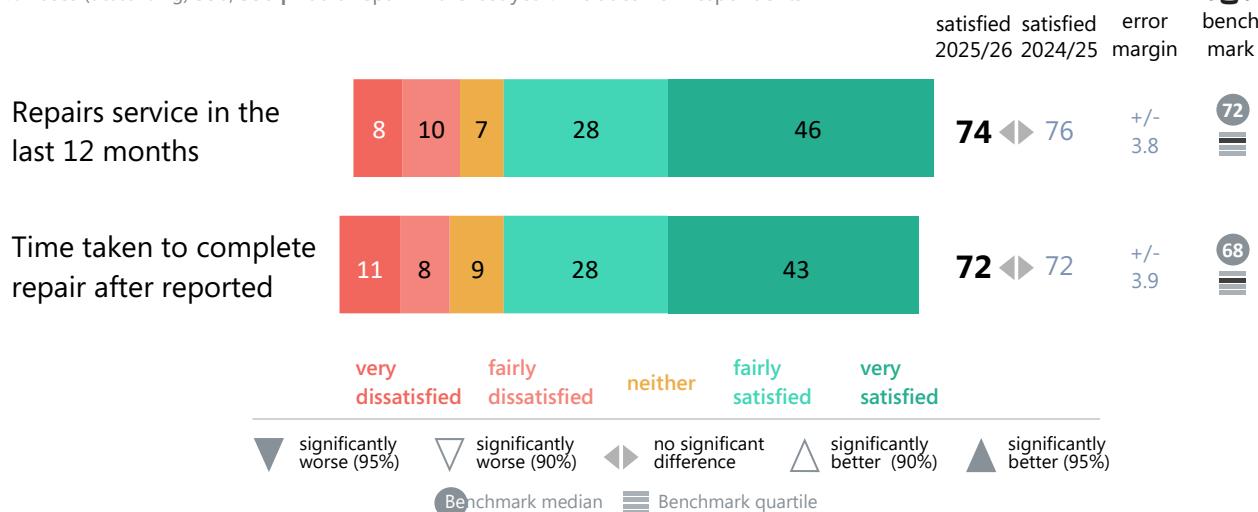
### By place

- **Rural** tenants are again more satisfied with the repairs service overall (78%), compared to 71% amongst city residents with this pattern extended to the other rating for the time taken (75% v 69%, table 10.18).
- There is only one statistically significant difference from the norm by **district** with City Stanmore residents significantly less satisfied than average with both service in the last 12 months (60%) and the time taken (59%). Notably, the former is down a notable 11% on the overall repairs rating.
- **Sheltered** tenants remain more satisfied than general needs on both questions, most notably with the repairs service overall (85% v 72%), however, scores are almost identical to that seen a year ago.
- Both scores are also significantly below average for tenants who live in **houses** (67% service, 64% time taken).

## 5. Repairs

### 5.1 Repairs and maintenance

% Bases (descending) 536, 536 | Had a repair in the last year. Excludes non respondents

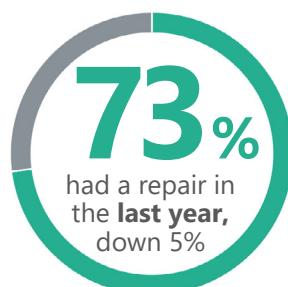


#### Repairs in the 12 months

	Base	very dissatisfied	fairly dissatisfied	neither	fairly satisfied	very satisfied	satisfied 2025/26	satisfied 2024/25	error margin
General needs	494	10	11	8	28	44	72	73	+/- 4.0
Sheltered/Extra care	231	3	6	5	31	54	85	86	+/- 4.6

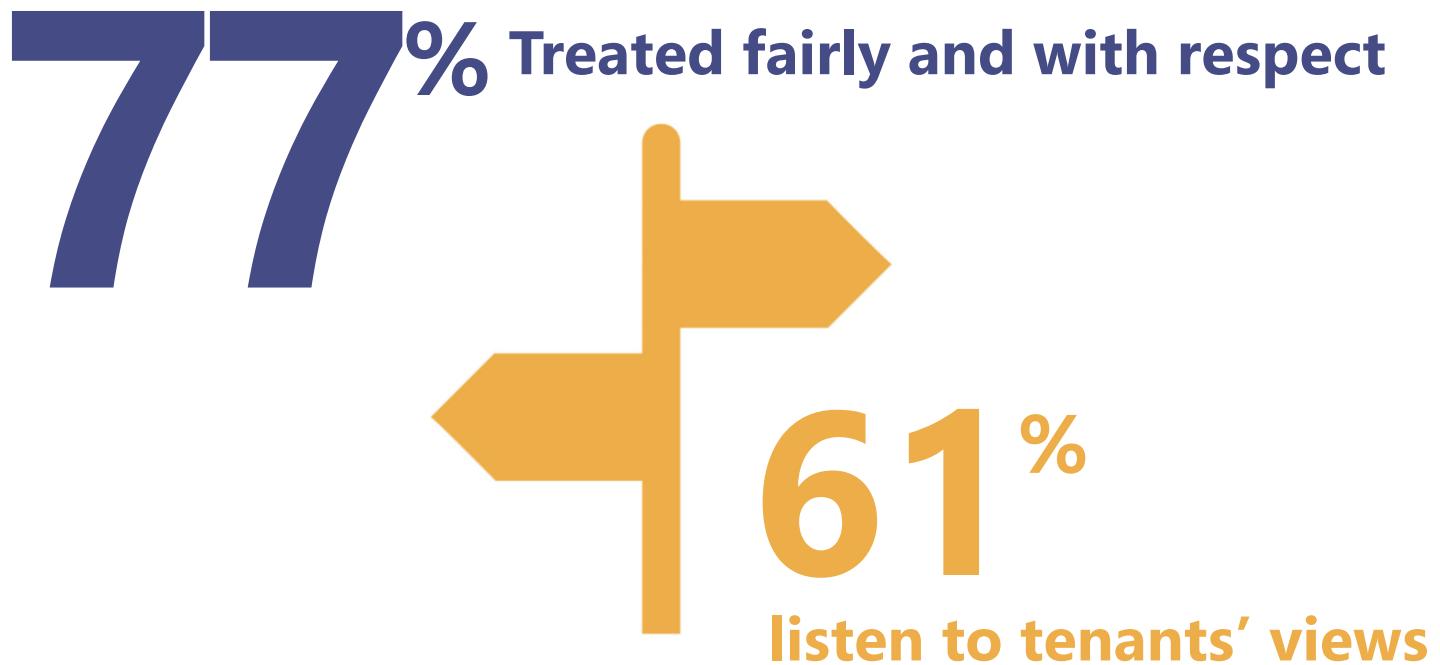
#### Time taken

	Base	very dissatisfied	fairly dissatisfied	neither	fairly satisfied	very satisfied	satisfied 2025/26	satisfied 2024/25	error margin
General needs	494	12	8	10	29	40	70	70	+/- 4.0
Sheltered/Extra care	231	4	9	8	25	54	79	80	+/- 5.3





## 6. Communication



Communication is a theme of the survey results, with three of the five key drivers from this section



Satisfaction that housing services is easy to deal with, a 'customer effort' score, has improved significantly this year



All three TSM questions in this section remain slightly above their respective benchmarks



These three are on average 8% higher for ethnically diverse tenants compared to the rest of the sample

## 6. Communication

This year the strongest predictor of overall satisfaction is the extent to which tenants feel they were being **treated fairly and with respect**, so it is positive to find that over three quarters continue to feel this way (77%), which is slightly above the national average of 75%.

The same pattern is true for the two other TSM ratings in this section of the survey, which are both also unchanged over time and rated slightly above the equivalent benchmark. This includes 70% of the sample that feels they are **kept informed** about things that matter to them, and 61% who feel that their views are being **listened to** and acted upon. The latter has stabilised, having fallen significantly last year, but it is still the third strongest key driver (section 3).

In fact, three of the five best predictors of overall satisfaction are in this section of the survey, highlighting communication and customer focus is an important theme of this year's results.

The third of these is whether the housing service is **easy to deal with**. This isn't one of the twelve TSM questions required by the regulator but is instead focused specifically on the customer service experience, being considered a way of scoring the level of **customer effort** required to interact with a service provider.

This question is only one of two throughout the survey that have **improved by a statistically significant margin**, with cumulative satisfaction increasing by just two percentage points (now 73%), but this includes a pleasing 5% increase in the proportion that are 'very' satisfied. The improvement mainly comes from general needs respondents (see below). This is even more welcome as it was one of the ratings that fell significantly last year.

Nevertheless, it is important to note that there is an increase in the proportion of survey comments related to communication, most notably a five-fold increase in those asking for the Council to be better at returning their calls and emails (section 9).

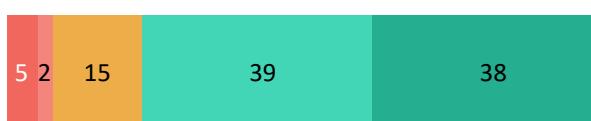
### 6.1 Fairness and respect

% Bases (descending) 720 | Excludes non respondents



agreed agreed error bench  
2025/26 2024/25 margin mark

Treat tenants fairly and with respect



77

3.1

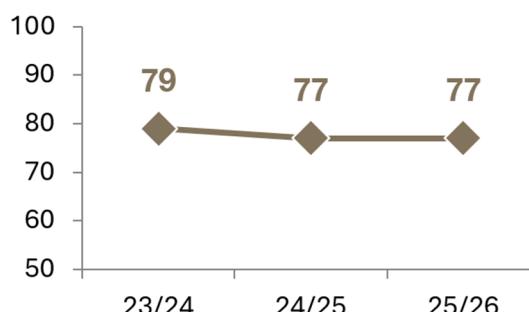
75

strongly  
disagree  
disagree  
neither  
agree  
strongly  
agree

significantly worse (95%) significantly worse (90%) no significant difference significantly better (90%) significantly better (95%)

Benchmark median

Benchmark quartile



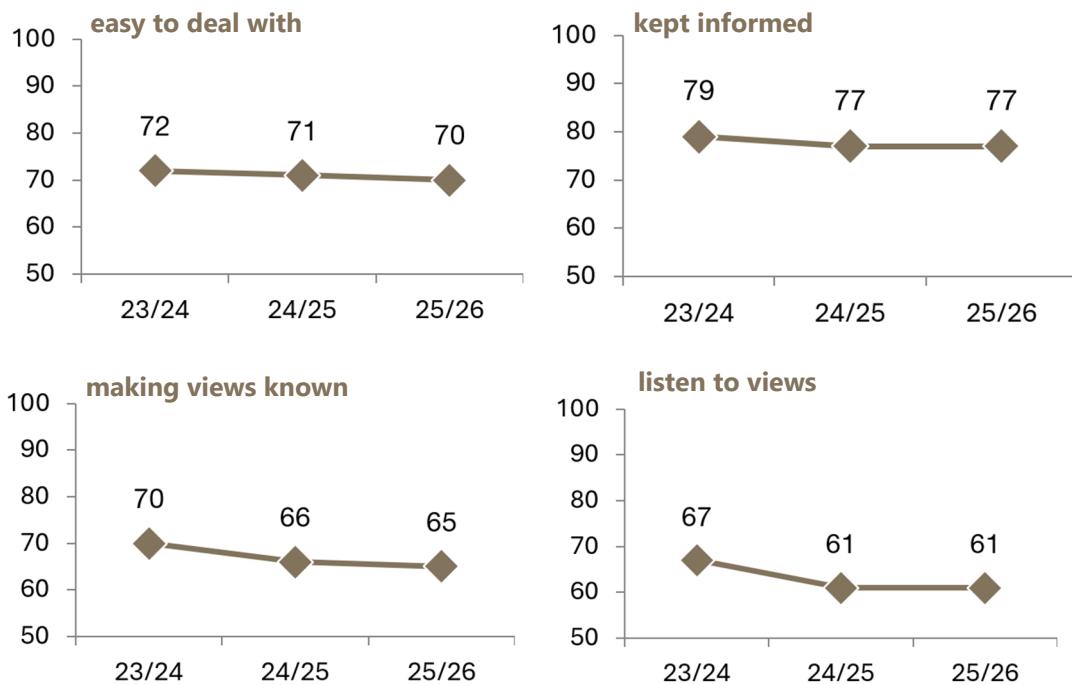
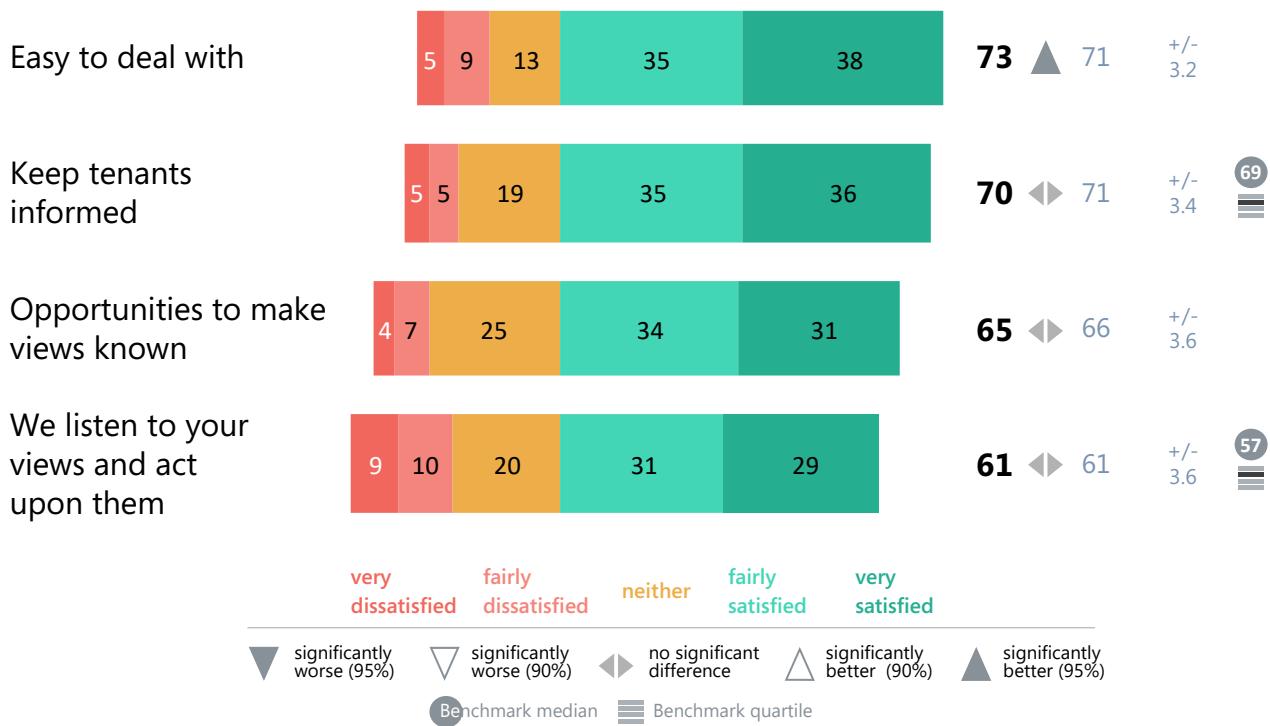
# 6. Communication

## 6.4 Communication

% Bases (descending) 724, 713, 690, 697 | Excludes non respondents



satisfied 2025/26   satisfied 2024/25   error margin   bench mark



## 6. Communication

### By people

- All scores are once again generally lower than average for the under 50s, significantly so for 35-49 year olds, and above average for those of retirement age (see table 10.11).
- Nevertheless, it is noted that the under 35s are now 4% more likely to agree that they are treated fairly and with respect than a year ago (82%, was 78%). Conversely, they are far less satisfied that they are listened to and have their views acted upon than they were previously (45%, was 57%).
- Once again there is a difference between **ethnically diverse** respondents and those that are White British, with satisfaction amongst the former being on average eight points higher than the latter on the three TSM measures (see table 10.14).
- **New tenants** are typically more positive than average with most aspects, especially being treated fairly and with respect (84% agreed), which is 7-points above average (table 10.17).

### By place

- The only notable geographic difference is that respondents in **City Stanmore** are typically significantly less satisfied than average with all ratings (table 10.19).
- Respondents in **sheltered** accommodation remain more positive with every rating than those in general needs but are slightly less satisfied than a year ago that they are listened to (71%, was 74%).
- Both groups are more satisfied that the council are easy to deal with than they were a year ago, with satisfaction improving significantly amongst **general needs** thanks to a 7-point increase in the proportion who are 'very satisfied' (now 37%).
- Respondents in **houses** are significantly less positive than the rest of the sample on all these ratings, including their views are listened to (54%), being kept informed (61%), and being treated fairly and with respect (70%).

## 6. Communication

### Fairness & respect

	Base	strongly disagree	disagree	neither	agree	strongly agree	agreed 2025/26	agreed 2024/25	error margin
General needs	494	6	3	16	38	38	<b>76</b> 	75	+/- 3.8
Sheltered/Extra care	231	0.4	2	11	48	38	<b>86</b> 	86	+/- 4.5

### Easy to deal with

	Base	very dissatisfied	fairly dissatisfied	neither	fairly satisfied	very satisfied	satisfied 2025/26	satisfied 2024/25	error margin
General needs	494	6	10	14	34	37	<b>70</b> 	69	+/- 4.0
Sheltered/Extra care	231	3	1	14	41	41	<b>82</b> 	80	+/- 5.0

### Listen to views

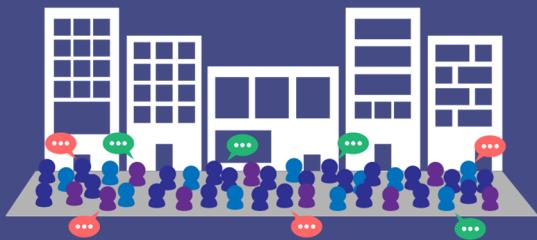
	Base	very dissatisfied	fairly dissatisfied	neither	fairly satisfied	very satisfied	satisfied 2025/26	satisfied 2024/25	error margin
General needs	494	11	10	22	29	28	<b>58</b> 	58	+/- 4.4
Sheltered/Extra care	231	3	8	19	43	29	<b>71</b> 	74	+/- 5.9

### Keeps tenants informed

	Base	very dissatisfied	fairly dissatisfied	neither	fairly satisfied	very satisfied	satisfied 2025/26	satisfied 2024/25	error margin
General needs	494	6	6	20	35	35	<b>69</b> 	69	+/- 4.1
Sheltered/Extra care	231	2	5	18	38	38	<b>75</b> 	76	+/- 5.6

### Making views known

	Base	very dissatisfied	fairly dissatisfied	neither	fairly satisfied	very satisfied	satisfied 2025/26	satisfied 2024/25	error margin
General needs	494	5	8	24	34	30	<b>64</b> 	65	+/- 4.2
Sheltered/Extra care	231	2	6	25	37	33	<b>69</b> 	72	+/- 6.0



## 7. Neighbourhood



- ➡ The contribution to the neighbourhood has been stable for three years
- ➡ Satisfaction with how ASB is handled is down, but not by a statistically significant margin with many just being unsure
- ➡ The ASB rating is lower than the national benchmarks, but this tends to be lower anyway for self completion surveys
- ➡ Although still giving lower ratings than other districts, both measures score higher than last year in City Stanmore

## 7. Neighbourhood

In keeping with the pattern of overall satisfaction, the neighbourhood management scores are **stable**, including a similar 2% variation over the past three surveys on how tenants' rate housing services' contribution to their neighbourhood.

Indeed, the **positive contribution** that housing services makes to the neighbourhood score is almost identical to the average across all local authorities in England (91% and 62% respectively), although the Regulator has cautioned against drawing too many conclusions from such comparisons, due to the wider than normal variation in these scores, some of which are related to survey methodology.

Indeed, around a quarter of those that responded to this question chose the middle point on the scale, which is normally indicative of a lack of knowledge or certainty on a topic.

This pattern is even more evident amongst respondents when asked about how their landlord handles **anti-social behaviour**, with a third simply ticking the 'neither' middle point on the scale, compared to around half that are satisfied (51%) and 16% that are actively dissatisfied. This high degree of uncertainty, most commonly evident in self-completion surveys, is why the level of satisfaction is a little lower than amongst similar landlords (benchmark 57%).

### By people

- Satisfaction with the contribution to the neighbourhood is rated highest for the **65+ age group** (70%), whilst only 55% of the 50–64 year olds say the same. Once again, the 35–49 year group is the least satisfied (50%). Interestingly, the highest scores are given by both the youngest and oldest age groups (68% and 70% respectively).
- For the ASB question the lowest score is given by respondents aged 50–64 (42%), which is down 5% since last year. Conversely, it is significantly higher than average for those aged 65+ (60%).
- **New tenants** (under 1 year) are significantly more satisfied than average with the council's contribution to their neighbourhood (80%, up 11%) with satisfaction falling to 61% for 1–2 years tenure and even further at 6–10 years (55%).
- Respondents from a **BAME** background are more satisfied than White British respondents with the council's contribution to where they live (71% and 61% respectively). However, in terms of satisfaction with the approach to handling ASB they are almost identical (54% v 52%), with BAME respondents notably 19% less satisfied than they were a year ago (was 73%).

### By place

- **City Stanmore** residents again report significantly lower than average levels of satisfaction with the council's contribution to their neighbourhood (57%), however this has improved 8%. They are also the least satisfied with how ASB is dealt with (48%), but this too has improved by 6% (table 10.19).
- There is absolutely no difference in either score between **Rural or City** residents, but this means that the former are 10% less likely to be satisfied with ASB handling than they were last year (51% v 61%).
- Respondents living in **houses** are the least satisfied with both their landlord's contribution to their neighbourhood (52%) and with how ASB is dealt with (41%). Both ratings in this section remain significantly higher than average amongst those in bungalows despite both falling 6% compared to a year ago (table 10.16).
- Similar to the pattern seen a year ago, tenants in **sheltered** accommodation remain more satisfied than general needs tenants with both the Council's contribution to their neighbourhood (73% v 59%) and their approach to ASB handling (63% v 48%). However general needs tenants are less satisfied with the latter compared to a year ago (was 53%).

# 7. Neighbourhood

## 7.1 Neighbourhood

% Bases (descending) 671, 571 | Excludes non respondents

% % error  
satisfied satisfied 2025/26 2024/25 margin  
bench mark



### Positive contribution to neighbourhood



### Approach to handling ASB



very dissatisfied fairly dissatisfied neither fairly satisfied very satisfied

▼ significantly worse (95%)

▼ significantly worse (90%)

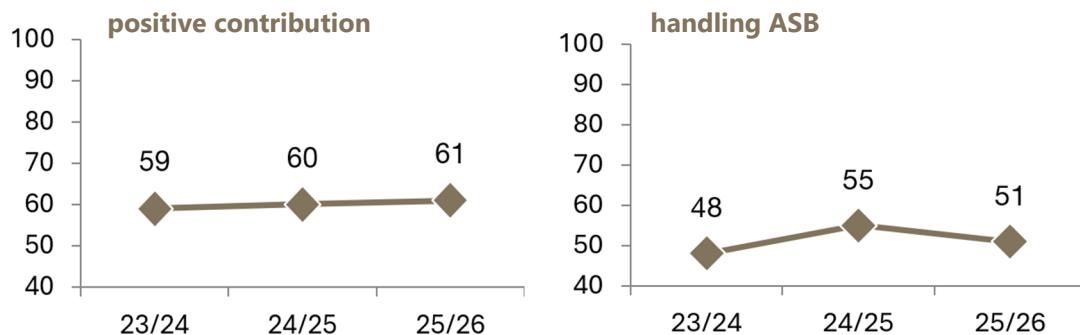
↔ no significant difference

▲ significantly better (90%)

▲ significantly better (95%)

Benchmark median

Benchmark quartile



### Positive contribution

	Base	very dissatisfied	fairly dissatisfied	neither	fairly satisfied	very satisfied	satisfied 2025/26	satisfied 2024/25	error margin
General needs	494	5	9	28	36	23	59	57	+/- 4.3
Sheltered/Extra care	231	2	3	22	33	39	73	74	+/- 5.7

### Approach to handling ASB

	Base	very dissatisfied	fairly dissatisfied	neither	fairly satisfied	very satisfied	satisfied 2025/26	satisfied 2024/25	error margin
General needs	494	8	10	35	26	23	48	53	+/- 4.4
Sheltered/Extra care	231	3	5	29	36	27	63	61	+/- 6.2



## 8. Complaints

37%



complaints handling

18%



said they complained



Be aware that most respondents that claim to have made a complaint will not have used the formal complaints system, but instead made escalated service requests



Complaints have decreased by 5% and satisfaction with complaints handling has increased slightly



This rating is now in the top quartile compared to the national average score of 31%

## 8. Complaints

The Tenant Satisfaction Measures framework was designed to cover the most widespread concerns amongst social housing tenants, including using language that relates to the everyday experiences of using these services. This includes asking survey respondents to **decide for themselves** if they have recently complained to their landlord rather than limiting it to a narrow definition of what constitutes a formal complaint.

Accordingly, for tenants this covers a wide range of interactions, few of which are typically formal complaints, with many more being **escalated service requests** such as following up on issues with previously reported repairs.

Indeed, from 2024/25 data for local authority landlords published by the regulator, an average of 27% of survey respondents say they have **made a complaint** using this less formal definition.

This proportion was already **lower than average in Winchester** last year, but there that figure has now dropped even further to just to 18%, reversing the increase observed between 2023 and 2024.

Satisfaction with how complaints are managed hasn't changed significantly since last year, although by creeping to 37% it is above the national benchmark median of 34%. Indeed, although still low compared to other survey questions, the Council's score is nevertheless now good enough to be in the benchmark **top quartile**.

### By people

- Tenants aged **35-49** are more likely to have complained to the Council than any other age group (26%, up 3%), followed closely by 23% of the under 35s. In comparison, around one in eight of the 65+ age group have made a complaint (12%) which is down 7%.
- In addition, those aged 35-49 are the least satisfied with how complaints are handled (25%). In contrast, more than half of the over 65s who complained say that are satisfied (53%), which is up 6% compared to last year.
- As seen previously, respondents from an **ethnically diverse** background remain far more satisfied than White British respondents with how the council handles complaints (65% v 32%), with the former up 20%.

### By place

- By **property type** complaints from residents in flats/maisonettes are the most common (21%), followed by 17% in houses and 13% in bungalows. Tenants in houses are the least satisfied with how their complaint was handled (20%).
- Slightly more general needs than sheltered tenants have made a complaint (19% v 13%), with the latter remaining the most satisfied with how it was handled (53% v 34%).
- Tenants in **rural** areas are now as likely to have made a complaint than those in city areas (both 18%), with complaints from the latter down 9%.
- There is a fourteen-point spread across the six main **districts** on the proportion making a complaint – ranging from 8% in City Week to 22% in City Winnall and Highcliffe. Due to the small sample sizes there are no significant differences in satisfaction with how such complaints are handled by district.

## 8. Complaints

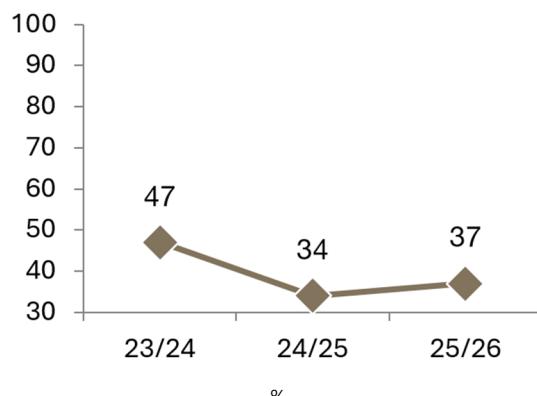
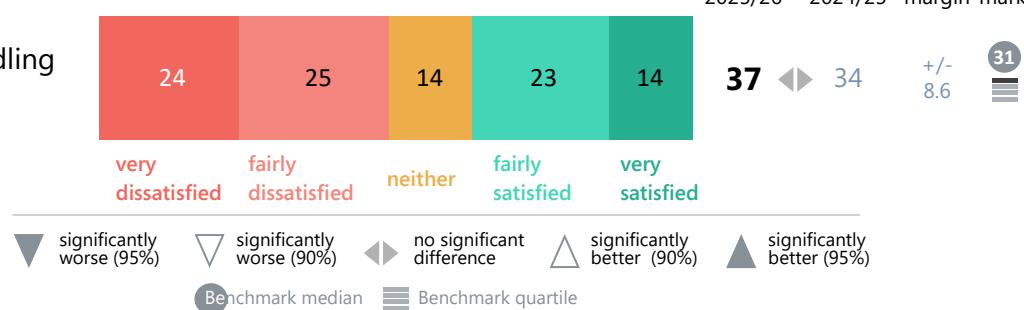
### 8.1 Complaints

% Base 132 | Made a complaint in the last 12 month. Excludes non respondents

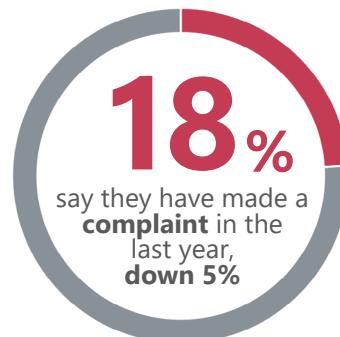


satisfied  
2025/26      satisfied  
2024/25      error  
margin

#### Approach to handling complaints



	Base	very dissatisfied	fairly dissatisfied	neither	fairly satisfied	very satisfied	satisfied 2025/26	satisfied 2024/25	error margin
General needs	494	26	26	14	22	12	34	31	+/- 4.2
Sheltered/Extra care	231	6	17	24	22	31	53	49	+/- 6.4



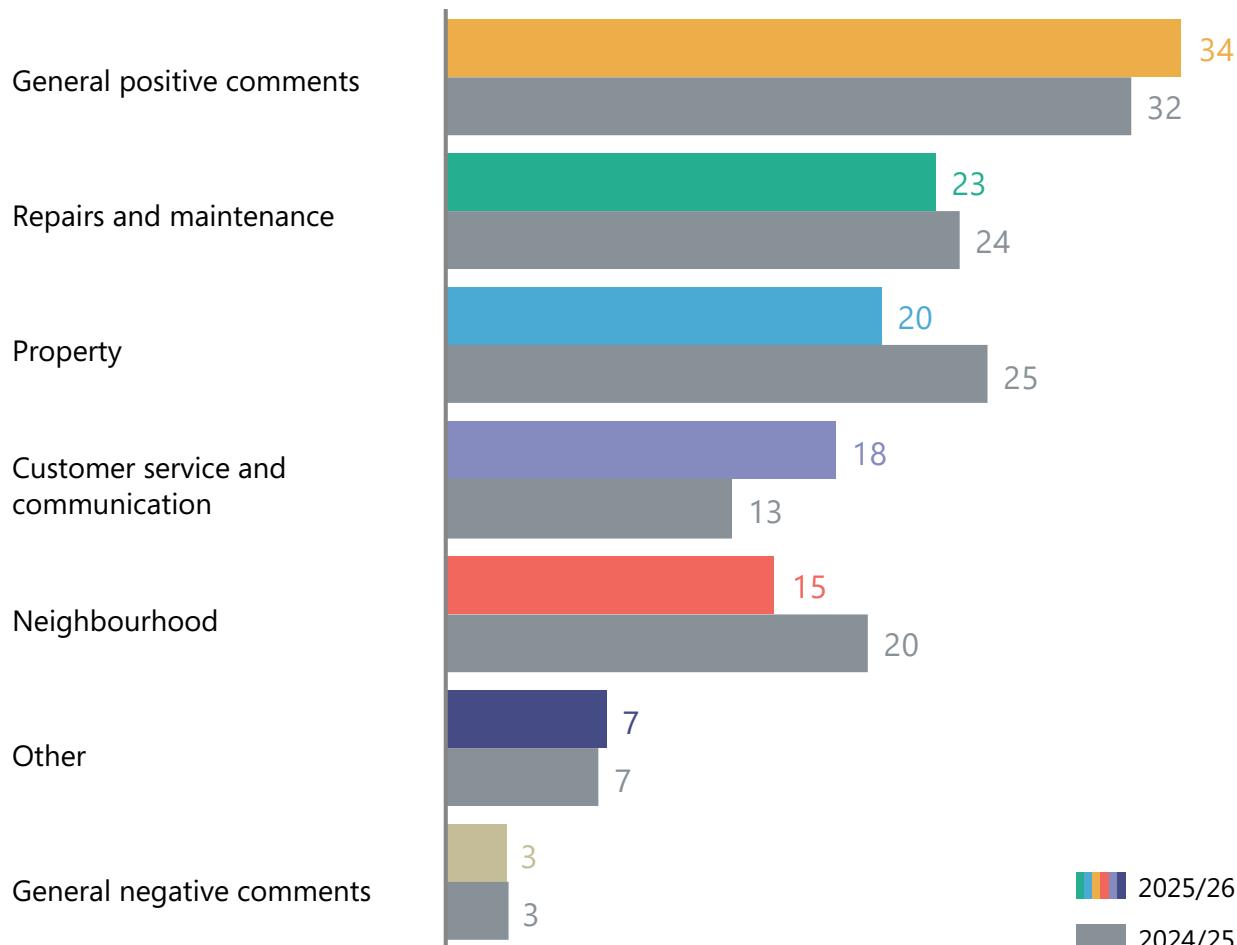


## 9. Further comments

**38%**  
**made additional comments**

### 9.1 Further comments - summary

% Base 283 | Proportion of all tenants that commented. Includes multiple responses. Coded from verbatim comments.



## 9. Further comments

The final question that residents were asked at the end of the survey was simply to provide any further feedback about their home and/or the services provided by the Council. These comments are coded and organised into different categories, both as broad headings, and in a further level of detail. Note that many respondents made comments that fall into multiple categories.

Chart 9.1 presents this analysis in terms of just a handful of broad categories. There are three interesting features of this chart.

The first is that fewer tenants mentioned specific issues with their **property** (20%, was 25%), which may be related to the fact that ratings for both property maintenance (section 4) and the repairs service (section 5) are more stable this year. The second is that slightly more comments related to the customer service experience or communication than was seen previously (18%, was 13%), reflecting the pertinence of this issue in 2021. The final notable aspect of chart 9.1 is there has been a notable drop in comments about the neighbourhood, back to the level seen in 2023 (now 15%).

The **repairs and maintenance service** is obviously an important aspect of the service for any tenant, so it is unsurprising to find a quarter of comments are on this topic (23%, was 24%) and overtakes property issues as the most important topic.

There are a number of specific issues that tenants raised regarding the repairs service (chart 9.3), and it is interesting that the need for **better information and communication** remains the main area to improve (8.3%)

The **speed of response** is the next most mentioned topic, and better quality repairs was mentioned more frequently by the current sample than the previous one (5.5%, was 2.9%).

*“Follow up information needs to be given within time frame 10-14 days of call/by workman. Stop inviting workman to my home when I have not asked for them to attend.”*

*“I did sign up for the Home improvements scheme and a few months later a council official came around to survey on what needs doing and I haven't heard anything since that was early last year.”*

*“Just awaiting a roofing repair in the next couple of weeks. I've been able to get in touch by phone and its a good job you have a call back service! Need better communication somewhere as it was originally agreed that I'd need a roofer to do the work. Somehow a plumber was dispatched .... I then heard nothing for a week, so started the process once again. Can be a bit tiring if you don't have stamina!”*

*“Never return calls as promised. Don't complete works on time. Don't communicate efficiently - left to tenant to chase up.”*

*“I reported I had no heating or hot water ... 12 days in all [to fix] this is not good enough.”*

*“To act quicker when making reports on housing repairs. Communication needs to be better with the tenants / contractors who are appointed to seeing houses that need repairs.”*

**Property improvements** continue to be an important topic but notably less so compared to a year ago (20%, was 25%).

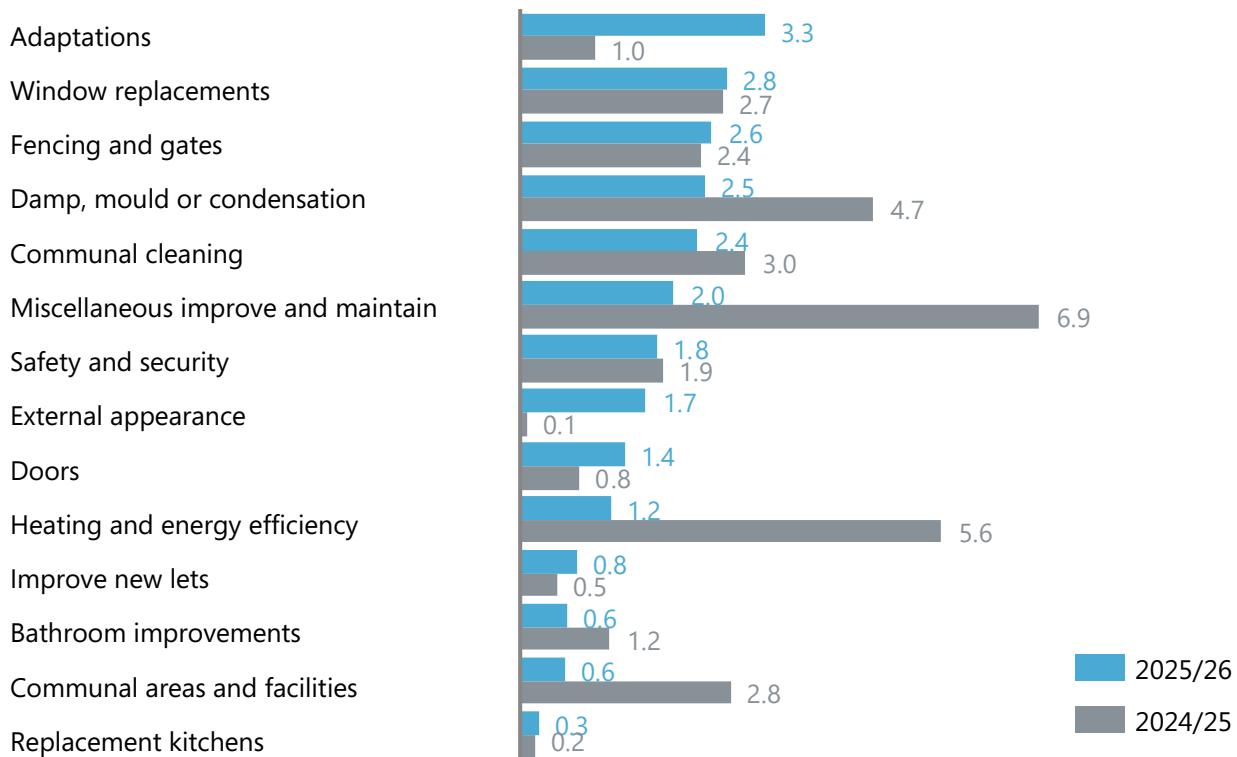
This year there are fewer complaints about general maintenance (chart 9.2), plus a notable decrease in comments about the **heating and energy efficiency** (1.2%, was 5.6%) as well as the related theme of **damp, mould or condensation** (2.5%, was 4.7%).

Instead, comments on adaptations and the external appearance of the property are now more prevalent than they were in 2024. Typical comments on these themes include:

## 9. Further comments

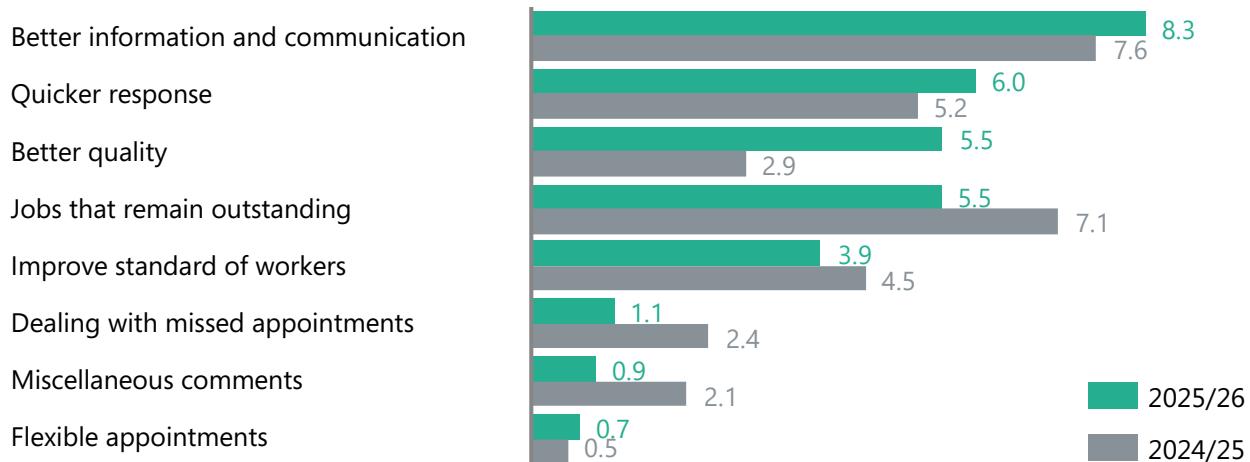
### 9.2 Property comments - detail

% Base 283 | Proportion of all tenants that commented. Includes multiple responses. Coded from verbatim comments.



### 9.3 Repair and maintenance comments - detail

% Base 283 | Proportion of all tenants that commented. Includes multiple responses. Coded from verbatim comments.



## 9. Further comments

*“I am disabled and the OT have said this house is not suitable for me. I am a wheelchair user, and I can't get in and out of the house because of steps by door and footpath.”*

*“There is a problem with getting adaptions sorted like lowering things it has to go through Hampshire County Council then back to WCC.”*

*“Would like intercom lowered so can reach and intercom in bedroom so don't have to sleep in chair 24/7.”*

*“I am unable to open my flat door & have to rely on the carers having to do so. Since the doors were upgraded it is worse. A push button to open the door would aid me greatly.”*

*“I have severe problems with the front door to my flat and have wait over 18 months for help.”*

*“Only issue is the security doors to building have been troublesome.”*

*“When is the outside getting painted?”*

*“Estate looks unkempt - untidy. Student houses and overgrown lawns.”*

The need to make improvements to **communal areas and facilities** is another topic mentioned less by the current sample than the previous one, which in part can be explained by the significant increase in satisfaction with this element of the service (see section 4). That said, some tenants did still mention the communal cleaning service:

*“Awarding contracts for communal cleaning and gardening to lowest tender is false economy.”*

*“Communal rooms, passageways stairways lifts and toilets. There seems to be little or no supervision. To ensure cleaners have done their job properly as these areas are very often, I have we say forgotten and are untidy or dirty.”*

*“The communal lounge toilets need a very good cleaning, carpets in the lounge needs cleaning also the lounge suite under cushions not very nice. Our big bins in the bin storage also needs a wash, smelling.”*

*“I feel that the cleaners that clean communal areas do not do a very good job, they use cold dirty water that they've already used, windows are left dirtier than when they started. As I pay a little each month towards this I feel they need to do better.”*

**Communication** is the main theme of this year's survey results, (section 3), so it's important to note a substantial increase in the proportion of tenants asking for improvements in answering calls and emails, (4.8%, was 0.9%, chart 9.5). There are also more comments this year about listening in a more meaningful way (4.3%, was 2.3%) and keeping tenant better informed (3.8%, was 2.6%)

*“My dissatisfaction lies in the fact that despite numerous reminders, emails, phone calls, nothing gets answered so nothing gets done. Our Housing Officer is lovely, very friendly but never answers any queries or returns to give an update/feedback. When I phone Housing Services, the person who answers, takes details but then utters the dreaded and expected words “okay, thanks for letting us know, we will pass back your concerns - to your housing officer” which means yet again, nothing gets done. Round and round it goes.”*

*“Impossible to contact, never return calls or emails, the correct team are never available.”*

*“Online portal does not always get a response and is forgotten about, so you either give up or phone.”*

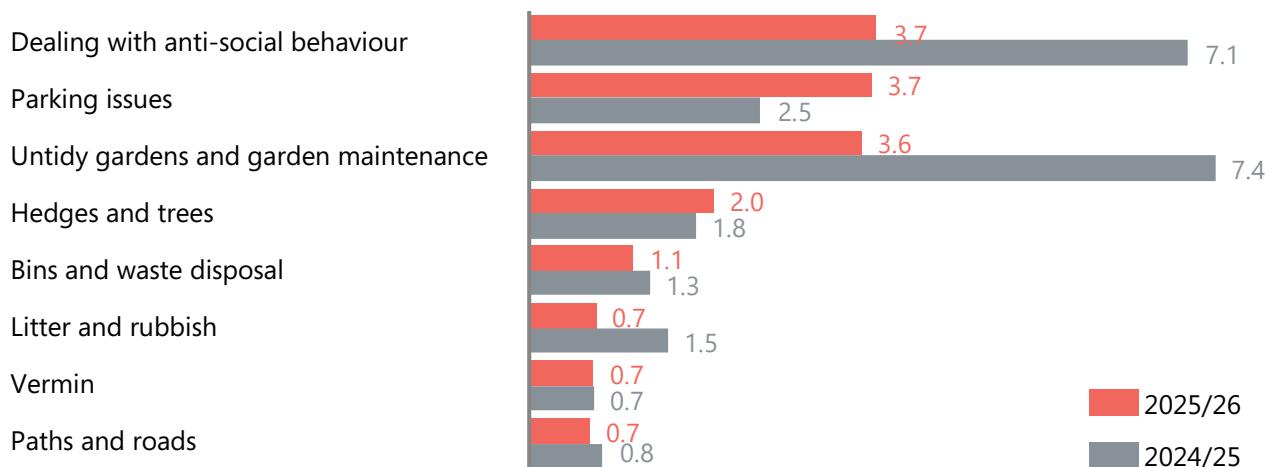
*“The time and number of people that takes to respond to a query is not acceptable. However, everyone we have spoken to so far are polite, respectful, caring. It's not the people, it is the system that needs looking into.”*

*“A little more understanding of tenant's standards of living. Listen more carefully to issues that affect*

## 9. Further comments

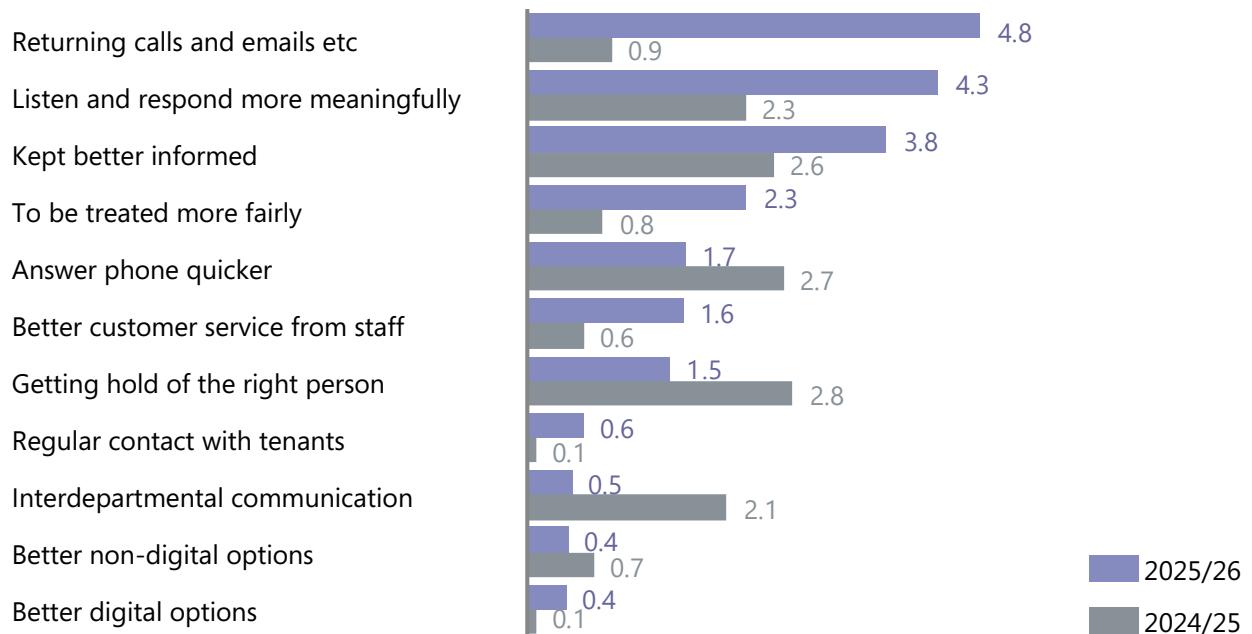
### 9.4 Neighbourhood comments - detail

% Base 283 | Proportion of all tenants that commented. Includes multiple responses. Coded from verbatim comments.



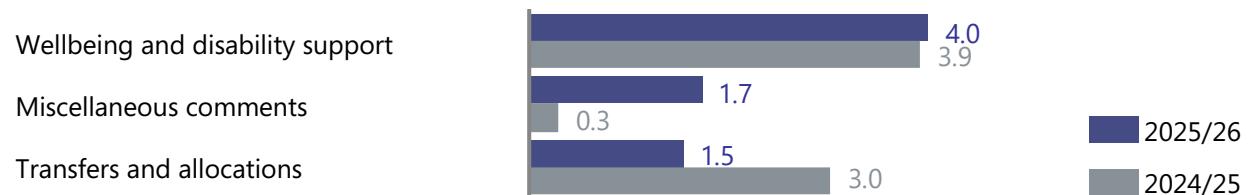
### 9.5 Customer service and communication comments - detail

% Base 283 | Proportion of all tenants that commented. Includes multiple responses. Coded from verbatim comments.



### 9.6 Other comments - detail

% Base 283 | Proportion of all tenants that commented. Includes multiple responses. Coded from verbatim comments.



## 9. Further comments

*them regarding repairs and neighbour's attitudes. Be honest."*

*"If they listen to us we could solve problems together!"*

*"The maintenance portal gives out the wrong information on bookings, which the council are aware of and haven't rectified despite saying they would."*

*"Mostly a good service, when there is a problem it tends to be due to poor or lack of communication."*

There are fewer comments about the neighbourhoods than in 2024 (15%, down from 20%, chart 9.1). Whilst there has been a fall in the proportion of comments about how **ASB is dealt with** (3.7% was 7.1%) and **untidy gardens and garden maintenance** (3.6%, was 7.4%, chart 9.4), there has been a slight increase in comments about **parking** from 2.5% to 3.7%.

*"Parking for disabled on housing estates not enough spaces."*

*"The parking is an absolute nightmare, people park in the turning circle so no one can turn around and have to reverse onto a main road. Also, people consistently park over dropped curbs which makes it harder for residents (Eversley Place) we have noticed this is all over this area and something needs to be done."*

*"To many HMO'S so no parking, people carrying on with no regard for their neighbours. Not a nice area to live anymore."*

As always, it is important to remember that around a third of feedback was of a positive nature (34%, up from 32%). We therefore conclude with a selection of comments that highlight the **positive** perception of the services that many hold:

*"A big thank you to all staff at Winchester Council, and a big thank you to all contractors that have made our life so comfortable as Winchester tenants."*

*"I find them to be a good council overall. I think they do a good job under difficult times. I feel well cared for and easy to get hold of someone if I need to."*

*"I have always spoken highly of WCC whenever such a subject is discussed."*

*"Generally speaking, I have found Winchester City Council a good landlord compared to some other councils."*

*"WCC is much more professional and empathetic compared with the landlords of the private big estates that we had to deal with in the past. Thank You."*

*"What great landlords Winchester Council are giving myself and wife an opportunity of a lifetime in offering us a beautiful bungalow."*

*"The grounds and buildings are well maintained, and one can be proud to invite family and friends to visit the place where I live."*

*"Cleaning has very much improved since I've been here. Very polite young man, no complaints at all regarding the cleaners!"*

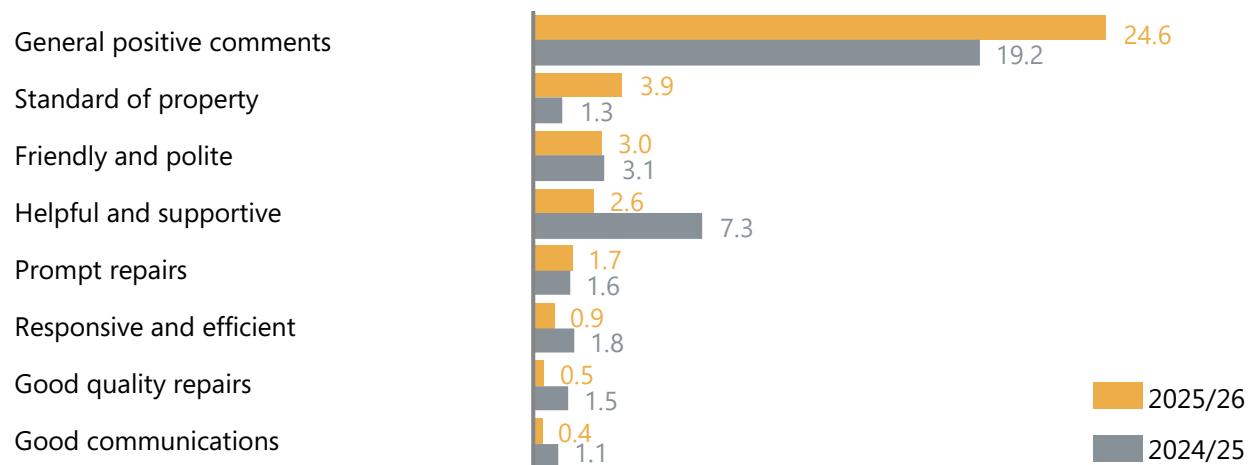
*"I am having a really nice experience living in the flat, it is lovely, clean, safe and warm."*

*"Always such a quick response to us when we need a job done. Thank you."*

## 9. Further comments

### 9.7 Positive comments - detail

% Base 283 | Proportion of all tenants that commented. Includes multiple responses. Coded from verbatim comments.





# 10. Respondent profile

In addition to documenting the demographic profile of the sample, tables 10.11 to 10.15 in this section also display the core survey questions according to the main equality groups. When considering these tables it is important to bear in mind that some of the sub groups are small, so many observed differences may simply be down to chance. To help navigate these results they have been subjected to statistical tests, with those that can be confidently said to differ from the remainder of the sample being highlighted in the tables.

## 10.1 City/Rural

% Base 740

	Total	% 25/26	% 24/25
City	404	54.6	59.5
Rural	336	45.4	40.4

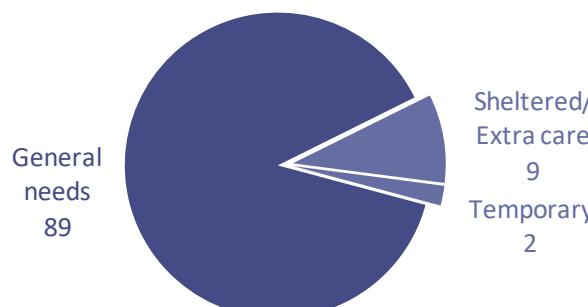
## 10.2 District

% Base 740

	Total	% 25/26	% 24/25
City Other	115	15.5	14.8
City Stanmore	144	19.4	19.5
City Weeke	44	5.9	7.5
City Winnall & Highcliffe	102	13.8	17.7
Rural North	134	18.1	13.8
Rural South	202	27.3	26.7

## 10.3 Stock type

% Base 740



## 10.4 Ward

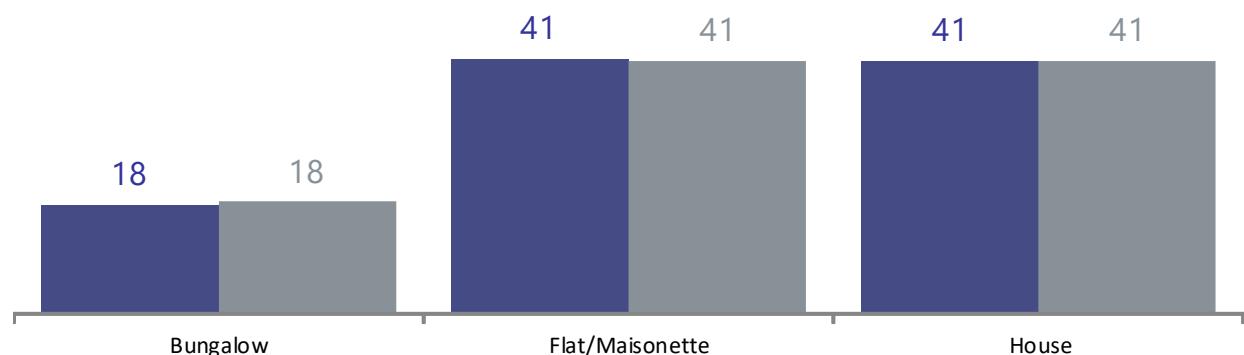
% Base 740 (Wards with ten or more respondents)

	Total	% 25/26	% 24/25
Bishops Waltham	32	4.3	4.8
Colden Common & Twyford	31	4.2	4.4
Compton & Otterbourne	18	2.4	2.6
Denmead	29	3.9	2.3
Itchen Valley	10	1.3	0.7
Kings Worthy	49	6.6	5.4
Owslebury & Curridge	21	2.8	1.3
St Barnabas	44	5.9	7.5
St Bartholomew	74	10.0	10.7
St John & All Saints	123	16.7	19.2
St Luke	130	17.6	18.3
St Michael	32	4.3	3.4
Swanmore & Newton	16	2.1	1.1
The Alresfords	44	5.9	5.2
Wickham	27	3.6	5.2
Wonston & Micheldever	19	2.5	1.6

## 10. Respondent profile

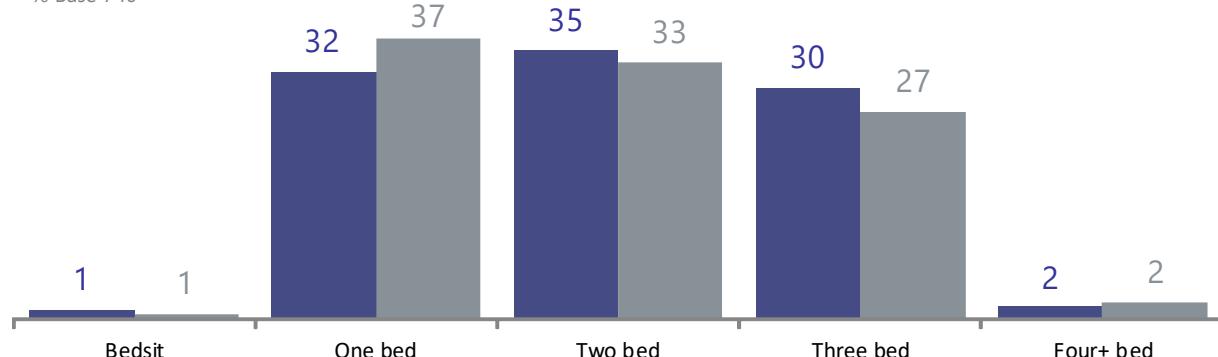
### 10.5 Property type

% Base 740



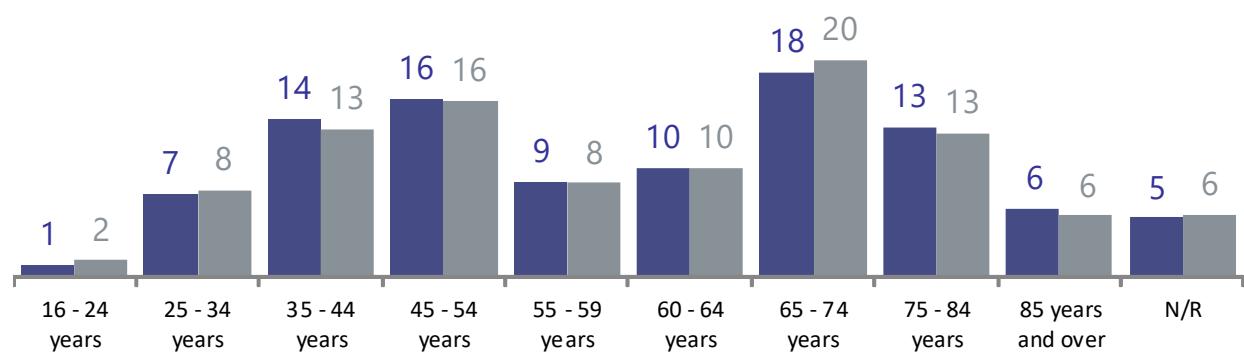
### 10.6 Property size

% Base 740



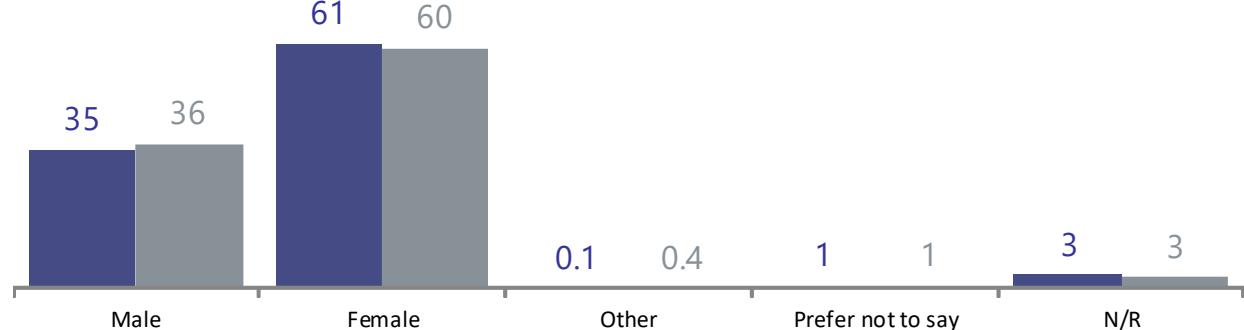
### 10.7 Age group

% Base 740



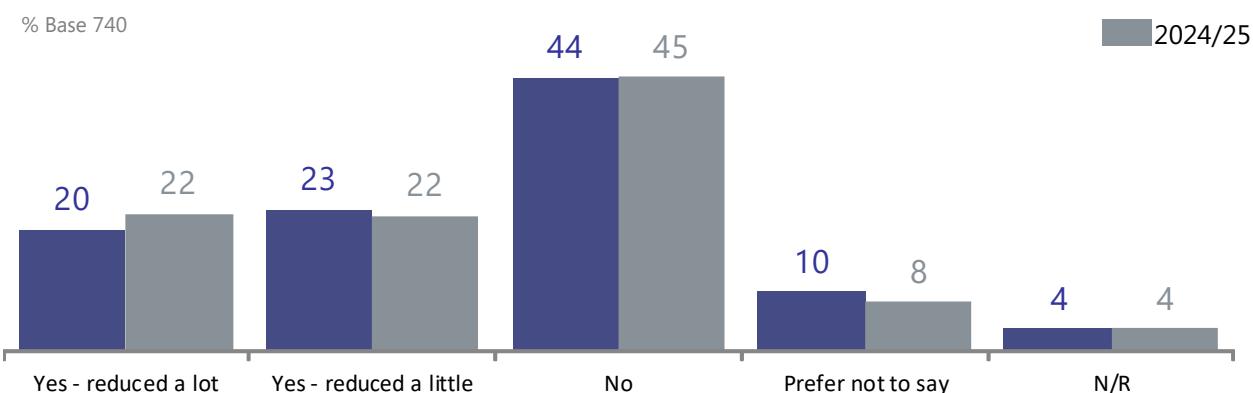
### 10.8 Gender

% Base 740



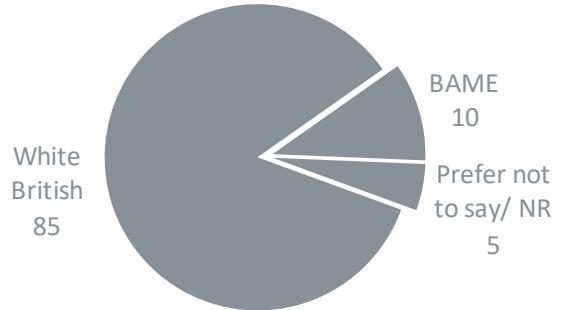
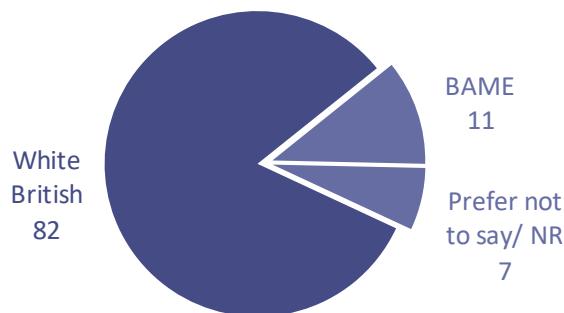
## 10. Respondent profile

### 10.9 Disability



### 10.10 Ethnic background

% Base 740



	% 25/26	% 24/25
Total	82.3	84.7
White British	5.4	5.0
Any other White background	1.5	0.2
Mixed or Multiple ethnic groups	2.9	4.2
Asian or Asian British	0.2	0.7
Black, Black British, Caribbean or African	1.1	0.2
Any other ethnic group	3.9	2.4
Prefer not to say	2.7	2.5

## 10. Respondent profile

### 10.11 Core questions by age group

	Overall	% positive			
		18 - 34	35 - 49	50 - 64	65+
Sample size	740	63	160	198	281
Service overall	78	79	63	75	88
Repairs in last 12 months	74	66	60	72	87
Time taken to complete last repair	72	66	62	70	80
Home is well maintained	73	68	58	69	84
Home is safe	77	74	59	72	89
Listens to views and acts upon them	61	45	46	54	76
Being kept informed	70	74	62	64	79
Treated fairly and with respect	77	82	64	73	87
Approach to handling complaints	37	30	25	39	53
Communal areas clean & well maintained	71	78	73	57	76
Positive contribution to neighbourhood	61	68	50	55	70
Approach to handling ASB	51	53	45	42	60

### 10.12 Core questions by sex

	Overall	% positive	
		Male	Female
Sample size	740	257	453
Service overall	78	80	77
Repairs in last 12 months	74	76	73
Time taken to complete last repair	72	71	72
Home is well maintained	73	74	72
Home is safe	77	80	75
Listens to views and acts upon them	61	63	60
Being kept informed	70	74	69
Treated fairly and with respect	77	78	77
Approach to handling complaints	37	36	38
Communal areas clean & well maintained	71	76	68
Positive contribution to neighbourhood	61	66	59
Approach to handling ASB	51	53	50

**Key**

- █ Better @ 95% confidence
- █ Better @ 90% confidence
- █ Worse @ 90% confidence
- █ Worse @ 95% confidence

\*see appendix for more detail

## 10. Respondent profile

### 10.13 Core questions by disability

Sample size	740	% positive	
		Overall	Disability
Service overall	<b>78</b>	77	79
Repairs in last 12 months	<b>74</b>	70	<b>79</b>
Time taken to complete last repair	<b>72</b>	65	78
Home is well maintained	<b>73</b>	73	75
Home is safe	<b>77</b>	76	79
Listens to views and acts upon them	<b>61</b>	58	<b>64</b>
Being kept informed	<b>70</b>	<b>66</b>	<b>76</b>
Treated fairly and with respect	<b>77</b>	75	<b>81</b>
Approach to handling complaints	<b>37</b>	34	36
Communal areas clean & well maintained	<b>71</b>	70	71
Positive contribution to neighbourhood	<b>61</b>	62	62
Approach to handling ASB	<b>51</b>	57	<b>45</b>

### 10.14 Core questions by ethnic background

Sample size	740	% positive	
		Overall	White British
Service overall	<b>78</b>	79	80
Repairs in last 12 months	<b>74</b>	75	75
Time taken to complete last repair	<b>72</b>	73	75
Home is well maintained	<b>73</b>	73	76
Home is safe	<b>77</b>	77	78
Listens to views and acts upon them	<b>61</b>	61	<b>70</b>
Being kept informed	<b>70</b>	71	76
Treated fairly and with respect	<b>77</b>	77	<b>86</b>
Approach to handling complaints	<b>37</b>	<b>32</b>	<b>65</b>
Communal areas clean & well maintained	<b>71</b>	70	79
Positive contribution to neighbourhood	<b>61</b>	61	<b>71</b>
Approach to handling ASB	<b>51</b>	52	54

**Key**

- █ Better @ 95% confidence
- █ Better @ 90% confidence
- █ Worse @ 90% confidence
- █ Worse @ 95% confidence

\*see appendix for more detail

## 10. Respondent profile

### 10.15 Core questions by property size

Sample size	Overall	% positive		
		One bed	Two bed	Three bed
Service overall	78	86	77	71
Repairs in last 12 months	74	80	78	68
Time taken to complete last repair	72	76	73	68
Home is well maintained	73	83	73	64
Home is safe	77	84	76	69
Listens to views and acts upon them	61	70	57	56
Being kept informed	70	78	72	61
Treated fairly and with respect	77	82	80	69
Approach to handling complaints	37	55	37	20
Communal areas clean & well maintained	71	71	68	72
Positive contribution to neighbourhood	61	69	60	51
Approach to handling ASB	51	57	55	40

### 10.16 Core questions by property type

Sample size	Overall	% positive		
		Bungalow	Flat/ Maisonette	House
Service overall	78	91	79	72
Repairs in last 12 months	74	87	76	67
Time taken to complete last repair	72	84	74	64
Home is well maintained	73	88	77	62
Home is safe	77	91	78	69
Listens to views and acts upon them	61	75	61	54
Being kept informed	70	84	74	61
Treated fairly and with respect	77	87	80	70
Approach to handling complaints	37	63	44	20
Communal areas clean & well maintained	71	74	70	67
Positive contribution to neighbourhood	61	68	66	52
Approach to handling ASB	51	66	55	41

#### Key

- Better @ 95% confidence
- Better @ 90% confidence
- Worse @ 90% confidence
- Worse @ 95% confidence

\*see appendix for more detail

## 10. Respondent profile

### 10.17 Core questions by length of tenure

	Overall	Under 1 year	1 - 2 years	3 - 5 years	6 - 10 years	11 - 20 years	21+ years
Sample size	740	61	127	123	125	144	160
Service overall	78	80	83	73	69	80	82
Repairs in last 12 months	74	72	73	68	65	81	84
Time taken to complete last repair	72	77	73	63	65	76	78
Home is well maintained	73	77	78	70	65	75	74
Home is safe	77	85	83	76	65	77	77
Listens to views and acts upon them	61	63	63	59	53	61	64
Being kept informed	70	69	76	74	66	69	68
Treated fairly and with respect	77	84	87	76	68	73	78
Approach to handling complaints	37	83	68	25	24	32	23
Communal areas clean & well maintained	71	90	72	79	49	68	68
Positive contribution to neighbourhood	61	80	61	64	55	58	58
Approach to handling ASB	51	66	60	48	46	49	45

### 10.18 Core questions by city/rural

	Overall	City	Rural
Sample size	740	404	336
Service overall	78	76	80
Repairs in last 12 months	74	71	78
Time taken to complete last repair	72	69	75
Home is well maintained	73	71	75
Home is safe	77	74	80
Listens to views and acts upon them	61	57	64
Being kept informed	70	69	72
Treated fairly and with respect	77	75	80
Approach to handling complaints	37	35	39
Communal areas clean & well maintained	71	69	74
Positive contribution to neighbourhood	61	61	61
Approach to handling ASB	51	51	51

**Key**

- █ Better @ 95% confidence
- █ Better @ 90% confidence
- █ Worse @ 90% confidence
- █ Worse @ 95% confidence

\*see appendix for more detail

## 10. Respondent profile

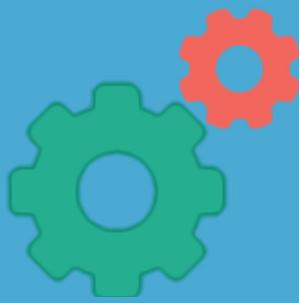
### 10.19 Core questions by district

		% positive		
	Overall	City Other	City Stanmore	City Weekes
Sample size	740	115	144	44
Service overall	<b>78</b>	82	68	83
Repairs in last 12 months	<b>74</b>	80	60	83
Time taken to complete last repair	<b>72</b>	74	59	68
Home is well maintained	<b>73</b>	80	59	73
Home is safe	<b>77</b>	80	66	72
Listens to views and acts upon them	<b>61</b>	62	47	59
Being kept informed	<b>70</b>	72	61	76
Treated fairly and with respect	<b>77</b>	76	71	90
Approach to handling complaints	<b>37</b>	36	29	80
Communal areas clean & well maintained	<b>71</b>	67	81	67
Positive contribution to neighbourhood	<b>61</b>	60	57	71
Approach to handling ASB	<b>51</b>	55	48	51

		% positive		
	Overall	City Winnall & Highcliffe	Rural North	Rural South
Sample size	740	102	134	202
Service overall	<b>78</b>	77	79	82
Repairs in last 12 months	<b>74</b>	72	73	81
Time taken to complete last repair	<b>72</b>	77	76	74
Home is well maintained	<b>73</b>	75	64	83
Home is safe	<b>77</b>	79	77	82
Listens to views and acts upon them	<b>61</b>	66	60	67
Being kept informed	<b>70</b>	74	73	72
Treated fairly and with respect	<b>77</b>	74	78	81
Approach to handling complaints	<b>37</b>	35	40	39
Communal areas clean & well maintained	<b>71</b>	61	71	78
Positive contribution to neighbourhood	<b>61</b>	62	64	60
Approach to handling ASB	<b>51</b>	52	48	53

Key
Better @ 95% confidence
Better @ 90% confidence
Worse @ 90% confidence
Worse @ 95% confidence

Page 242 See appendix for more detail



# Appendix A. Summary of approach

## Overview

The survey was conducted by ARP Research between 24 September and 7 November 2025.

## Responses

Overall, 740 tenants took part in the survey, which represented a response rate of 35% of those households selected in the sample (error margin +/- 3.3). This comfortably exceeded the stipulated TSM target error margin of +/- 4.0%.

There were 537 postal completions (73%) and 203 online completions (27%).

## Sampling

A computer-generated randomly selected one third census of general needs households were invited to take part in the survey (1,508), alongside a full census of sheltered/extracare (483) and temporary housing (107).

## Fieldwork

Colour paper self completion questionnaires were distributed to the selected sample, followed by a reminder approximately three weeks later for all those that had not yet replied. After the first week, online survey invitations/reminders were also sent to non-respondents on a weekly basis to the sample via email and SMS where suitable contacts were available, for a total of two emails and two text messages.

This methodology was chosen to be consistent with the most recent TSM and STAR surveys conducted by the Council. This mixed-method self completion approach offers good value for money whilst helping to maximise returns and ensure responses from a range of different age groups.

The survey was incentivised with a free prize draw of 3x £25 shopping vouchers.

## Population

The population for the survey was all 5,114 Winchester City Council LCRA households on September 2025. None were removed from the sample frame.

The survey used paper and online methods to ensure accessibility from a wide range of tenants. The online survey was available in alternative languages via Google translate. Large print questionnaires were sent to 44 households where this was their communication preference (48% response). In addition, 49 members of the sample were identified as having other communication needs and their response was monitored to ensure that it was proportional, with assistance from housing officers where required. 17 of these individuals took part in the survey, which was on par with the 35% response rate overall.

# Appendix A. Summary of approach

## Representativeness

The survey sample include a randomly selected third of general needs households, with an over sample of sheltered/extra care and temporary housing (both being a census). The final survey data was weighted by interlaced age group, property size and stock type to ensure that the survey was representative of the tenant population as a whole. The characteristics by which representativeness was determined were:

Stock	Population	Unweighted survey	Weighted survey
General needs (social rent)	80.6	59.5	79.4
General needs (affordable)	3.9	2.3	4.4
Over 60s	4.0	5.0	4.7
Sheltered	7.5	26.2	6.5
Extra Care	1.9	5.0	2.9
Temporary	2.1	2.0	2.1

District	Population	Unweighted survey	Weighted survey
City Other	15.4	25.0	15.5
City Stanmore	19.2	14.7	19.4
City Weeke	7.5	6.2	5.9
City Winnall & Highcliffe	15.1	8.6	13.8
Rural North	15.3	15.1	18.1
Rural South	27.6	30.3	27.3

Property type	Population	Unweighted survey	Weighted survey
Bungalow	16.2	20.7	17.7
Flat/Maisonette	39.6	51.8	41.4
House	44.2	27.6	40.9

Property size	Population	Unweighted survey	Weighted survey
Bedsit	1.1	1.2	1.3
One bed	34.1	49.3	32.1
Two bed	33.3	28.8	34.9
Three bed	29.9	20.0	30.1
Four+ bed	1.6	0.7	1.7

### Age group

Age group	Population	Unweighted survey	Weighted survey
18 - 24 years	1.3	0.4	1.1
25 - 29 years	3.4	0.8	2.9
30 - 34 years	5.4	1.9	5.0
35 - 39 years	7.3	3.4	6.9
40 - 44 years	8.0	3.8	8.0
45 - 49 years	8.5	3.9	7.9
50 - 54 years	8.7	5.0	8.8
55 - 59 years	8.8	7.3	9.0
60 - 64 years	10.2	10.0	10.4
65 - 69 years	10.6	11.2	11.3
70 - 74 years	8.9	14.1	8.2
75 - 79 years	7.7	12.6	8.7
80 - 84 years	5.2	10.3	5.4
85 - 89 years	3.5	6.6	3.8
90+ years	2.1	3.8	2.7

### Ethnic background

Ethnic background	Population	Unweighted survey	Weighted survey
White British	80.4	85.7	84.5
BAME	9.1	8.6	11.4
Prefer not to say	0.3	3.0	4.1

# Appendix A. Summary of approach

## Data presentation

Readers should take care when considering percentage results from some of the sub groups within the main sample, as the base figures may sometimes be small.

Many results are recalculated to remove 'Don't know/not applicable' or similar responses from the final figures, a technique known as 're-basing'.

## Error Margins

Error margins for the sample overall, and for individual questions, are the amount by which a result might vary due to chance. The error margins in the results are quoted at the standard 95% level, and are determined by the sample size and the distribution of scores. For the sake of simplicity, error margins for historic data are not included, but can typically be assumed to be at least as big as those for the current data. When comparing two sets of scores, it is important to remember that error margins will apply independently to each.

## Tests of statistical significance

When two sets of survey data are compared to one another (e.g. between different years, or demographic sub groups), the observed differences are typically tested for statistical significance. Differences that are significant can be said, with a high degree of confidence, to be real variations that are unlikely to be due to chance. Any differences that are not significant *may* still be real, especially when a number of different questions all demonstrate the same pattern, but this cannot be stated with statistical confidence and may just be due to chance.

Unless otherwise stated, all statistically significant differences are reported at the 95% confidence level. Tests used were the Wilcoxon-Mann-Whitney test (rating scales), Fischer Exact Probability test (small samples) and the Pearson Chi Square test (larger samples) as appropriate for the data being examined. These calculations rely on a number of factors such as the base figure and the level of variance, both within and between sample groups, thereby taking into account more than just the simple difference between the headline percentage scores. This means that some results are reported as significant despite being superficially similar to others that are not. Conversely, some seemingly notable differences in two sets of headline scores are not enough to signal a significant change in the underlying pattern across all points in the scale. For example:

- Two satisfaction ratings might have the same or similar *total* satisfaction score, but be quite different when one considers the detailed results for the proportion *very satisfied* versus *fairly satisfied*.
- There may also be a change in the proportions who were *very* or *fairly* dissatisfied, or ticked the middle point in the scale, which is not apparent from the headline score.
- In rare cases there are complex changes across the scale that are difficult to categorise e.g. in a single question one might simultaneously observe a disappointing shift from *very* to *fairly* satisfied, at the same time as there being a welcome shift from *very dissatisfied* to *neither*.
- If the results included a relatively small number of people then the error margins are bigger. This means that the *combined* error margins for the two ratings being compared might be bigger than the observed difference between them.

## Appendix A. Summary of approach

### Key driver analysis

"Key driver analyses" are based on a linear regression model. This is used to investigate the relationship between the overall scores and their various components. The charts illustrate the relative contribution of each item to the overall rating; items which do not reach statistical significance are omitted. The figures on the vertical axis show the standardised beta coefficients from the regression analysis, which vary in absolute size depending on the number of questionnaire items entered into the analysis. The *R Square* value displayed on every key driver chart shows how much of the observed variance is explained by the key driver model e.g. a value of 0.5 shows that the model explains half of the total variation in the overall score.

### Benchmarking

The questions are benchmarked against Regulator of Social Housing's published national 2024/25 year end TSM figures for local authorities. This group comprises 158 landlords. For each question the benchmark group is separated into 4 quartiles based on rank order, with a central median average. In the report the data is presented as a median average score for the benchmark group on each relevant chart. In addition to the median value, the chart also indicates into which quartile the Council's score falls relative to the benchmark group.



## Appendix B. Example questionnaire

 <b>Winchester</b> City Council	 999999	 your code: <b>9999mnmw</b>
Ms A B Sample 1 Sample Street Address line Address line Sample District Sample Town AB1 2CD	19 September 2025	
<p>Dear [Contact_Name]</p> <p><b>TENANT SATISFACTION SURVEY 2025</b></p> <p>Your views are really important to Winchester City Council and the enclosed survey is your chance to tell us what you think of the homes and services we provide as your landlord. This is part of the government's Tenant Satisfaction Measures. Every year all social housing landlords must publish a range of standard customer satisfaction information which will include some of the results from this survey.</p> <p>Please take just five minutes to either complete and return the survey in the enclosed freepost envelope, or complete the survey online using the link above. The closing date is <b>31 October 2025</b>. As a thank you, the code from all completed surveys will be entered into a <b>prize draw</b>, where three lucky winners will receive <b>£25</b> in Love2Shop vouchers that can be used in a variety of stores. Winners will be contacted by 28 November and terms and conditions can be found online at: <a href="http://bit.ly/WCCdraw">bit.ly/WCCdraw</a>.</p> <p>We publish the survey results on our website at <b>bit.ly/WCCsat</b> and in the annual report. If you want a summary of the results on paper please email us at <a href="mailto:tenantinvolvement@winchester.gov.uk">tenantinvolvement@winchester.gov.uk</a> or phone 0800 716 987.</p> <p>We have appointed an independent company ARP Research to carry out the survey on our behalf. The survey is completely confidential, which means that your answers will be kept separate from your identity. In addition, your details will be used for this survey only and will be stored no longer than necessary.</p> <p>If you have any questions or concerns, need a copy in an alternative format or need someone to help you complete it, please contact ARP Research by phone on <b>0800 020 9564</b> or by email at <a href="mailto:support@arp-research.co.uk">support@arp-research.co.uk</a> who will be happy to help.</p> <p>Remember that this survey is confidential so the council will not be able to follow up individually on any of your answers. To report a specific issue and get a response please ring the council on 01962 848 400 or email <a href="mailto:housing@winchester.gov.uk">housing@winchester.gov.uk</a>.</p> <p>Yours sincerely</p> <p> Gillian Knight Corporate Head of Housing</p> <p> <b>PRIZE DRAW!</b> Return for a chance to win one of <b>3x £25</b> vouchers</p>		

# Appendix B. Example questionnaire



**Winchester**  
City Council

**TENANT SATISFACTION SURVEY 2025**

return by 31 October 2025



arpSurveys.co.uk/wcc  
scan me  
your code:  
**99999nmw**

99999nmw

**ABOUT US**

**1** Taking everything into account, how satisfied or dissatisfied are you with the service provided by Winchester City Council housing services?

Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**REPAIRS**

**2** Has Winchester City Council housing services carried out a repair to your home in the last 12 months?

Yes **go to Q3**   No **go to Q5** 

**3** How satisfied or dissatisfied are you with the overall repairs service from Winchester City Council housing services over the last 12 months?

Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**4** How satisfied or dissatisfied are you with the time taken to complete your most recent repair after you reported it?

Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**PRIZE DRAW!** Return for a chance to win one of **3x £25** vouchers

If you DON'T want to enter the draw tick here:

**YOUR HOME**

**5** How satisfied or dissatisfied are you that Winchester City Council housing services provides a home that is well maintained?

Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**6** Thinking about the condition of the property or building you live in, how satisfied or dissatisfied are you that Winchester City Council housing services provides a home that is safe?

Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied	Not applicable/don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**COMMUNICATION**

**7** How satisfied or dissatisfied are you that Winchester City Council housing services listens to your views and acts upon them?

Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied	Not applicable/don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**8** How satisfied or dissatisfied are you that Winchester City Council housing services keeps you informed about things that matter to you?

Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied	Not applicable/don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**9** To what extent do you agree or disagree with the following "Winchester City Council housing services treats me fairly and with respect?"

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Not applicable/don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**10** How satisfied or dissatisfied are you that Winchester City Council housing services gives you the opportunity to make your views known?

Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied	Not applicable/don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**11** How satisfied or dissatisfied are you that Winchester City Council housing services is easy to deal with?

Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied	Not applicable/don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**12** Have you made a complaint to Winchester City Council housing services in the last 12 months?

Yes **go to Q13**   No **go to Q14** 

**13** How satisfied or dissatisfied are you with Winchester City Council housing services' approach to complaints handling?

Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**COMMUNAL AREAS**

**14** Do you live in a building with communal areas, either inside or outside, that Winchester City Council housing services is responsible for maintaining?

Yes **go to Q15**   No **go to Q16**   Don't know **go to Q16** 

**15** How satisfied or dissatisfied are you that Winchester City Council housing services keeps these communal areas clean and well maintained?

Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**NEIGHBOURHOOD**

**16** How satisfied or dissatisfied are you that Winchester City Council housing services makes a positive contribution to your neighbourhood?

Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied	Not applicable/don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**17** How satisfied or dissatisfied are you with Winchester City Council housing services' approach to handling anti-social behaviour?

Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied	Not applicable/don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**ABOUT YOU** These questions are **optional**, but they help us check that the survey matches the makeup of our tenants and that we are meeting everyone's different needs.

**18** How old is the **main** person filling in this survey? write in 

**19** Is the **main** person filling in this survey? tick ONE only

Male <input type="checkbox"/>	Other <input type="checkbox"/>
Female <input type="checkbox"/>	Prefer not to say <input type="checkbox"/>

**20** Is the **main** person's ability to carry out day to day activities reduced due to any physical or mental health conditions or illnesses lasting or expected to last 12 months or more? tick ONE only

Yes - reduced a lot <input type="checkbox"/>	No <input type="checkbox"/>
Yes - reduced a little <input type="checkbox"/>	Prefer not to say <input type="checkbox"/>

**21** What is the **main** person's ethnic group? tick ONE only

White English, Welsh, Scottish, Northern Irish or British <input type="checkbox"/>	Any other White background <input type="checkbox"/>
Mixed or Multiple ethnic groups <input type="checkbox"/>	Asian or Asian British <input type="checkbox"/>
Black, Black British, Caribbean or African <input type="checkbox"/>	Any other ethnic group <input type="checkbox"/>
Prefer not to say <input type="checkbox"/>	

**22** Is there anything else you would like to say about the housing services that Winchester City Council provide as your landlord?

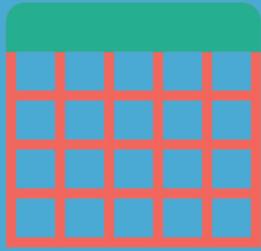
For general comments only. To report a specific issue and get a response, or to make a complaint please ring the council on 01962 848 400 or email [housing@winchester.gov.uk](mailto:housing@winchester.gov.uk)

**THANK YOU!**

This survey is only for general feedback from our tenants. To make a complaint about an issue with our service please do so online at [winchester.gov.uk/housing/complaints](http://winchester.gov.uk/housing/complaints), via an officer of the council, via social media or by ringing 01962 840 222 for a complaints form.

99999nmw

Frontpost RTZK-RGZT-BSKU, ARP Research, PO Box 5928, SHEFFIELD, S35 5DN



## Appendix C. Data summary

Please note that throughout the report the quoted results typically refer to the '*valid*' column of the data summary if it appears.

The '*valid*' column contains data that has been rebased, normally because non-respondents were excluded and/or question routing applied.

Weighting has been applied to this data to ensure that it is representative of the entire population (see Appendix A).

## Appendix C. Data summary

Q1 Taking everything into account, how satisfied or dissatisfied are you with the service provided by Winchester City Council Housing Services?	LCRA				General needs				Sheltered & Extra Care			
	By age, stock type and property size				Weighted by age and property size				Weighted by age and stock type			
	Count	% raw	% valid	% top	Count	% raw	% valid	% top	Count	% raw	% valid	% top
<b>Base: 740</b>				<b>Base: 494</b>				<b>Base: 231</b>				
1: Very satisfied	308	41.6	41.7	<b>78.0</b>	199	40.4	40.5	<b>75.6</b>	98	42.5	42.8	<b>90.4</b>
2: Fairly satisfied	267	36.1	36.2		173	35.0	35.1		109	47.3	47.6	
3: Neither satisfied nor dissatisfied	68	9.1	9.2		49	9.9	9.9		12	5.0	5.0	
4: Fairly dissatisfied	55	7.4	7.4		40	8.1	8.1		5	2.3	2.3	
5: Very dissatisfied	40	5.4	5.5		31	6.3	6.4		5	2.3	2.3	
N/R	3	0.3			2	0.3			2	0.7		
<b>Q2 Has Winchester City Council housing services carried out a repair to your home in the last 12 months?</b>				<b>Base: 740</b>				<b>Base: 494</b>				<b>Base: 231</b>
6: Yes	538	72.6	74.3		371	75.1	76.4		158	68.2	71.1	
7: No	186	25.2	25.7		115	23.2	23.6		64	27.7	28.9	
N/R	16	2.2			9	1.7			9	4.1		
<b>Q3 How satisfied or dissatisfied are you with the overall repairs service from Winchester City Council housing services over the last 12 months?</b>				<b>Base: 538</b>				<b>Base: 371</b>				<b>Base: 158</b>
8: Very satisfied	246	33.2	45.8	<b>74.3</b>	162	32.8	43.7	<b>71.7</b>	85	36.8	54.3	<b>85.3</b>
9: Fairly satisfied	153	20.6	28.4		104	21.0	28.0		49	21.0	31.0	
10: Neither satisfied nor dissatisfied	39	5.3	7.3		28	5.7	7.6		8	3.5	5.2	
11: Fairly dissatisfied	55	7.4	10.2		41	8.3	11.1		10	4.3	6.4	
12: Very dissatisfied	44	6.0	8.3		35	7.1	9.5		5	2.1	3.1	
N/R	204	27.5			124	25.1			74	32.2		
<b>Q4 How satisfied or dissatisfied are you with the time taken to complete your most recent repair after you reported it?</b>				<b>Base: 538</b>				<b>Base: 371</b>				<b>Base: 158</b>
13: Very satisfied	231	31.3	43.2	<b>71.6</b>	150	30.3	40.4	<b>69.8</b>	84	36.5	54.0	<b>78.5</b>
14: Fairly satisfied	152	20.6	28.4		109	22.1	29.4		38	16.5	24.5	
15: Neither satisfied nor dissatisfied	49	6.6	9.2		35	7.1	9.5		13	5.7	8.4	
16: Fairly dissatisfied	45	6.1	8.4		31	6.3	8.4		14	5.9	8.7	
17: Very dissatisfied	58	7.8	10.8		46	9.2	12.3		7	3.0	4.4	
N/R	205	27.6			124	25.1			75	32.5		
<b>Q5 How satisfied or dissatisfied are you that Winchester City Council housing services provides a home that is well maintained?</b>				<b>Base: 740</b>				<b>Base: 494</b>				<b>Base: 231</b>
18: Very satisfied	266	36.0	36.6	<b>72.9</b>	168	34.0	34.5	<b>70.0</b>	99	43.0	43.8	<b>87.5</b>
19: Fairly satisfied	263	35.6	36.2		173	34.9	35.5		99	42.9	43.7	
20: Neither satisfied nor dissatisfied	79	10.7	10.9		55	11.2	11.4		21	9.0	9.2	
21: Fairly dissatisfied	78	10.6	10.7		59	12.0	12.2		4	1.8	1.8	
22: Very dissatisfied	40	5.4	5.5		31	6.4	6.5		3	1.4	1.4	
N/R	13	1.8			8	1.6			5	2.0		
<b>Q6 Thinking about the condition of the property or building you live in, how satisfied or dissatisfied are you that Winchester City Council housing services provides a home that is safe?</b>				<b>Base: 740</b>				<b>Base: 494</b>				<b>Base: 231</b>
23: Very satisfied	347	46.9	47.8	<b>76.5</b>	222	44.9	45.7	<b>74.4</b>	123	53.2	54.2	<b>86.8</b>
24: Fairly satisfied	209	28.3	28.8		140	28.2	28.7		74	31.9	32.6	
25: Neither satisfied nor dissatisfied	70	9.5	9.6		50	10.0	10.2		14	6.0	6.1	
26: Fairly dissatisfied	66	8.9	9.1		49	9.9	10.1		11	4.7	4.8	
27: Very dissatisfied	34	4.6	4.7		26	5.2	5.3		5	2.3	2.3	
28: Not applicable/ don't know	1	0.1			1	0.1			1	0.4		
N/R	12	1.7			8	1.6			3	1.5		

## Appendix C. Data summary

		LCRA				General needs				Sheltered & Extra Care			
		By age, stock type and property size				Weighted by age and property size				Weighted by age and stock type			
		Count	% raw	% valid	% top	Count	% raw	% valid	% top	Count	% raw	% valid	% top
<b>Q7 How satisfied or dissatisfied are you that Winchester City Council housing services listens to your views and acts upon them?</b>		<i>Base: 740</i>				<i>Base: 494</i>				<i>Base: 231</i>			
29: Very satisfied		205	27.6	29.3	<b>60.5</b>	132	26.8	28.3	<b>57.5</b>	61	26.2	28.5	<b>71.4</b>
30: Fairly satisfied		218	29.4	31.2		137	27.7	29.2		91	39.6	42.9	
31: Neither satisfied nor dissatisfied		142	19.2	20.3		101	20.5	21.6		39	17.0	18.5	
32: Fairly dissatisfied		70	9.5	10.1		48	9.8	10.3		16	7.0	7.6	
33: Very dissatisfied		63	8.5	9.1		50	10.1	10.7		6	2.4	2.6	
34: Not applicable/ don't know		28	3.7			17	3.4			12	5.1		
N/R			15	2.0			9	1.8			6	2.8	
<b>Q8 How satisfied or dissatisfied are you that Winchester City Council housing services keeps you informed about things that matter to you?</b>		<i>Base: 740</i>				<i>Base: 494</i>				<i>Base: 231</i>			
35: Very satisfied		255	34.4	35.7	<b>70.4</b>	165	33.3	34.5	<b>69.0</b>	84	36.5	37.6	<b>75.3</b>
36: Fairly satisfied		248	33.5	34.7		165	33.3	34.5		84	36.5	37.6	
37: Neither satisfied nor dissatisfied		137	18.6	19.3		94	19.1	19.8		41	17.7	18.2	
38: Fairly dissatisfied		39	5.2	5.4		27	5.4	5.6		10	4.3	4.5	
39: Very dissatisfied		35	4.7	4.9		27	5.4	5.6		5	2.0	2.1	
40: Not applicable/ don't know		12	1.6			7	1.5			3	1.3		
N/R			16	2.1			10	2.0			4	1.8	
<b>Q9 To what extent do you agree or disagree with the following "Winchester City Council housing services treats me fairly and with respect"?</b>		<i>Base: 740</i>				<i>Base: 494</i>				<i>Base: 231</i>			
41: Strongly agree		276	37.4	38.4	<b>77.1</b>	181	36.6	37.5	<b>75.5</b>	86	37.0	37.8	<b>86.3</b>
42: Agree		279	37.7	38.7		183	37.1	38.0		109	47.4	48.4	
43: Neither agree nor disagree		110	14.9	15.3		75	15.3	15.6		25	10.8	11.0	
44: Disagree		18	2.4	2.4		13	2.5	2.6		5	2.3	2.3	
45: Strongly disagree		37	5.0	5.1		30	6.1	6.2		1	0.3	0.4	
46: Not applicable/ don't know		6	0.9			3	0.6			2	0.8		
N/R			14	1.9			9	1.8			3	1.5	
<b>Q10 How satisfied or dissatisfied are you that Winchester City Council housing services gives you the opportunity to make your views known?</b>		<i>Base: 740</i>				<i>Base: 494</i>				<i>Base: 231</i>			
47: Very satisfied		212	28.6	30.7	<b>64.6</b>	139	28.1	30.0	<b>63.7</b>	69	30.0	32.7	<b>69.2</b>
48: Fairly satisfied		233	31.5	33.8		156	31.6	33.8		77	33.4	36.5	
49: Neither satisfied nor dissatisfied		170	22.9	24.6		112	22.7	24.2		52	22.5	24.5	
50: Fairly dissatisfied		47	6.4	6.8		35	7.1	7.6		10	4.2	4.5	
51: Very dissatisfied		28	3.7	4.0		21	4.2	4.5		4	1.6	1.7	
52: Not applicable/ don't know		33	4.5			21	4.3			12	5.1		
N/R			17	2.3			10	2.0			8	3.3	
<b>Q11 How satisfied or dissatisfied are you that Winchester City Council housing services is easy to deal with?</b>		<i>Base: 740</i>				<i>Base: 494</i>				<i>Base: 231</i>			
53: Very satisfied		278	37.5	38.4	<b>73.0</b>	179	36.1	36.9	<b>70.4</b>	93	40.0	41.0	<b>82.1</b>
54: Fairly satisfied		250	33.8	34.6		162	32.8	33.5		93	40.2	41.2	
55: Neither satisfied nor dissatisfied		95	12.8	13.1		66	13.3	13.6		31	13.5	13.8	
56: Fairly dissatisfied		64	8.6	8.8		50	10.1	10.3		3	1.3	1.4	
57: Very dissatisfied		37	5.0	5.1		28	5.6	5.8		6	2.6	2.7	
58: Not applicable/ don't know		2	0.2			1	0.2			1	0.5		
N/R			15	2.0			9	1.8			4	1.8	
<b>Q12 Have you made a complaint to Winchester City Council housing services in the last 12 months?</b>		<i>Base: 740</i>				<i>Base: 494</i>				<i>Base: 231</i>			
59: Yes		133	17.9	19.0		95	19.3	20.4		34	14.5	15.5	
60: No		565	76.4	81.0		372	75.3	79.6		183	79.2	84.5	
N/R							27	5.4			15	6.3	

## Appendix C. Data summary

		LCRA				General needs				Sheltered & Extra Care			
		By age, stock type and property size				Weighted by age and property size				Weighted by age and stock type			
		Count	% raw	% valid	% top	Count	% raw	% valid	% top	Count	% raw	% valid	% top
<b>Q13 How satisfied or dissatisfied are you with Winchester City Council housing services' approach to complaints handling?</b>													
61: Very satisfied		19	2.5	14.0	<b>37.1</b>	11	2.2	11.6	<b>33.9</b>	10	4.4	31.4	<b>53.2</b>
62: Fairly satisfied		31	4.1	23.1		21	4.3	22.2		7	3.1	21.8	
63: Neither satisfied nor dissatisfied		19	2.5	14.2		13	2.7	13.8		8	3.4	24.3	
64: Fairly dissatisfied		33	4.5	25.2		25	5.1	26.4		6	2.4	16.9	
65: Very dissatisfied		31	4.2	23.5		25	5.0	25.9		2	0.8	5.5	
N/R		608	82.2			399	80.7			199	86.0		
<b>Q14 Do you live in a building with communal areas, either inside or outside, that Winchester City Council housing services is responsible for maintaining?</b>													
66: Yes		284	38.4	40.2		161	32.6	34.1		208	90.1	92.1	
67: No		390	52.7	55.2		288	58.3	61.1		14	6.1	6.3	
68: Don't know		33	4.5	4.7		23	4.7	4.9		4	1.6	1.6	
N/R		33	4.5			22	4.5			5	2.2		
<b>Q15 How satisfied or dissatisfied are you that Winchester City Council housing services keeps these communal areas clean and well maintained?</b>													
69: Very satisfied		105	14.2	36.9	<b>70.5</b>	59	12.0	36.8	<b>69.0</b>	81	35.1	39.0	<b>76.1</b>
70: Fairly satisfied		95	12.9	33.6		52	10.5	32.3		77	33.5	37.1	
71: Neither satisfied nor dissatisfied		23	3.1	8.2		14	2.8	8.5		17	7.4	8.2	
72: Fairly dissatisfied		42	5.7	14.8		24	4.9	14.9		27	11.6	12.9	
73: Very dissatisfied		18	2.5	6.5		12	2.5	7.6		6	2.6	2.8	
N/R		456	61.6			333	67.4			23	9.9		
<b>Q16 How satisfied or dissatisfied are you that Winchester City Council housing services makes a positive contribution to your neighbourhood?</b>													
74: Very satisfied		171	23.1	25.5	<b>61.0</b>	103	20.7	22.7	<b>58.7</b>	83	35.8	39.2	<b>72.6</b>
75: Fairly satisfied		238	32.1	35.5		162	32.8	36.0		70	30.4	33.3	
76: Neither satisfied nor dissatisfied		179	24.1	26.6		125	25.2	27.7		46	20.1	22.0	
77: Fairly dissatisfied		53	7.1	7.8		39	7.8	8.6		7	2.8	3.1	
78: Very dissatisfied		30	4.1	4.5		23	4.6	5.1		5	2.1	2.3	
79: Not applicable/ don't know		53	7.1			33	6.7			16	6.9		
N/R		17	2.2			10	2.0			5	2.0		
<b>Q17 How satisfied or dissatisfied are you with Winchester City Council housing services' approach to handling anti-social behaviour?</b>													
80: Very satisfied		134	18.1	23.4	<b>50.8</b>	86	17.5	22.5	<b>48.1</b>	50	21.6	27.1	<b>63.0</b>
81: Fairly satisfied		157	21.1	27.4		98	19.9	25.6		66	28.5	35.8	
82: Neither satisfied nor dissatisfied		190	25.7	33.3		133	26.9	34.6		53	23.0	28.9	
83: Fairly dissatisfied		52	7.0	9.1		37	7.5	9.7		9	4.0	5.0	
84: Very dissatisfied		39	5.3	6.8		29	5.9	7.6		6	2.5	3.1	
85: Not applicable/ don't know		154	20.7			101	20.4			43	18.6		
N/R		15	2.0			9	1.9			4	1.8		
<b>R18a Age group - 5 year</b>													
86: 16 - 19 years		1	0.1	0.1		0	0.0	0.0		0	0.0	0.0	
87: 20 - 24 years		7	1.0	1.0		6	1.2	1.2		0	0.0	0.0	
88: 25 - 29 years		20	2.7	2.9		18	3.6	3.8		0	0.0	0.0	
89: 30 - 34 years		35	4.7	5.0		29	6.0	6.3		0	0.0	0.0	
90: 35 - 39 years		48	6.5	6.9		40	8.0	8.4		0	0.0	0.0	
91: 40 - 44 years		56	7.5	8.0		45	9.2	9.7		0	0.0	0.0	
92: 45 - 49 years		56	7.5	7.9		47	9.5	10.0		1	0.2	0.2	
93: 50 - 54 years		56	7.5	8.8		47	9.4	9.9		2	1.0	1.0	

## Appendix C. Data summary

	LCRA				General needs				Sheltered & Extra Care			
	By age, stock type and property size				Weighted by age and property size				Weighted by age and stock type			
	Count	% raw	% valid	% top	Count	% raw	% valid	% top	Count	% raw	% valid	% top
94: 55 - 59 years	63	8.5	9.0		44	9.0	9.5		10	4.4	4.6	
95: 60 - 64 years	73	9.8	10.4		48	9.7	10.2		20	8.7	9.1	
96: 65 - 69 years	79	10.7	11.3		45	9.2	9.7		39	16.8	17.6	
97: 70 - 74 years	57	7.7	8.2		34	6.9	7.3		40	17.2	18.1	
98: 75 - 79 years	61	8.2	8.7		29	5.9	6.2		39	16.9	17.8	
99: 80 - 84 years	38	5.1	5.4		18	3.7	3.9		32	13.9	14.5	
100: 85 - 89 years	27	3.6	3.8		12	2.5	2.6		22	9.5	9.9	
101: 90+ years	19	2.6	2.7		6	1.3	1.3		16	6.9	7.2	
N/R	40	5.3			26	5.2			11	4.6		
<b>R18b Age group - 10 year</b>	<i>Base: 740</i>				<i>Base: 494</i>				<i>Base: 231</i>			
102: 16 - 24 years	8	1.0	1.1		6	1.2	1.3		0	0.0	0.0	
103: 25 - 34 years	55	7.4	7.9		47	9.5	10.1		0	0.0	0.0	
104: 35 - 44 years	104	14.1	14.9		85	17.1	18.1		0	0.0	0.0	
105: 45 - 54 years	118	15.9	16.8		93	18.9	19.9		3	1.2	1.2	
106: 55 - 59 years	63	8.5	9.0		44	9.0	9.5		10	4.4	4.6	
107: 60 - 64 years	73	9.8	10.4		48	9.7	10.2		20	8.7	9.1	
108: 65 - 74 years	136	18.4	19.4		79	16.1	16.9		79	34.0	35.7	
109: 75 - 84 years	99	13.4	14.1		47	9.5	10.0		71	30.8	32.3	
110: 85 years and over	46	6.1	6.5		19	3.7	4.0		38	16.4	17.2	
N/R	40	5.3			26	5.2			11	4.6		
<b>R18c Age group - 15 year</b>	<i>Base: 740</i>				<i>Base: 494</i>				<i>Base: 231</i>			
111: 16-34	63	8.5	9.0		53	10.7	11.3		0	0.0	0.0	
112: 35-49	160	21.6	22.8		132	26.6	28.1		1	0.2	0.2	
113: 50-64	198	26.7	28.2		139	28.1	29.6		32	14.0	14.7	
114: 65+	281	37.9	40.0		145	29.3	30.9		188	81.2	85.1	
N/R	40	5.3			26	5.2			11	4.6		
<b>Q19 Is the main person filling in this survey?</b>	<i>Base: 740</i>				<i>Base: 494</i>				<i>Base: 231</i>			
115: Male	257	34.8	35.9		165	33.4	34.4		94	40.6	41.6	
116: Female	453	61.2	63.3		310	62.8	64.8		129	55.7	57.0	
117: Other	1	0.1	0.1		0	0.1	0.1		0	0.0	0.0	
118: Prefer not to say	5	0.6	0.7		3	0.6	0.6		3	1.3	1.4	
N/R	24	3.3			16	3.1			5	2.3		
<b>Q20 Is the main person's ability to carry out day to day activities reduced due to any physical or mental health conditions or illnesses lasting or expected to last 12 months or more?</b>	<i>Base: 740</i>				<i>Base: 494</i>				<i>Base: 231</i>			
119: Yes - reduced a lot	146	19.7	20.4		87	17.6	18.2		61	26.3	27.4	
120: Yes - reduced a little	169	22.9	23.7		111	22.5	23.3		62	26.8	27.9	
121: No	328	44.3	45.9		229	46.4	48.0		86	37.2	38.8	
122: Prefer not to say	71	9.5	9.9		50	10.1	10.5		13	5.6	5.9	
N/R	27	3.6			17	3.3			10	4.2		
<b>R20 Disability [simple]</b>	<i>Base: 740</i>				<i>Base: 494</i>				<i>Base: 231</i>			
123: Yes	315	42.6	44.2		198	40.1	41.5		123	53.0	55.3	
124: No	328	44.3	45.9		229	46.4	48.0		86	37.2	38.8	
125: Prefer not to say	71	9.5	9.9		50	10.1	10.5		13	5.6	5.9	
N/R	27	3.6			17	3.3			10	4.2		
<b>Q21 What is the main person's ethnic group?</b>	<i>Base: 740</i>				<i>Base: 494</i>				<i>Base: 231</i>			
126: White English, Welsh, Scottish, Northern Irish or British	609	82.3	84.5		402	81.5	83.4		204	88.3	90.8	
127: Any other White background	40	5.4	5.5		25	5.1	5.2		13	5.7	5.8	
128: Mixed or Multiple ethnic groups	11	1.5	1.5		9	1.9	1.9		0	0.0	0.0	
129: Asian or Asian British	22	2.9	3.0		18	3.7	3.8		0	0.1	0.1	
130: Black, Black British, Caribbean or African	2	0.2	0.2		1	0.2	0.2		1	0.4	0.4	
131: Any other ethnic group	3	0.1	0.1		5	1.1	1.1		2	0.9	0.9	

## Appendix C. Data summary

	LCRA				General needs				Sheltered & Extra Care			
	By age, stock type and property size				Weighted by age and property size				Weighted by age and stock type			
	Count	% raw	% valid	% top	Count	% raw	% valid	% top	Count	% raw	% valid	% top
132: Prefer not to say	29	3.9	4.1		21	4.3	4.4		4	1.9	1.9	
N/R	20	2.7			12	2.3			6	2.8		
<b>R21 What is the main person's ethnic group? [simple]</b>	<i>Base: 740</i>				<i>Base: 494</i>				<i>Base: 231</i>			
133: White British	609	82.3	84.5		402	81.5	83.4		204	88.3	90.8	
134: BAME	82	11.1	11.4		59	11.9	12.2		16	7.1	7.3	
135: Prefer not to say	29	3.9	4.1		21	4.3	4.4		4	1.9	1.9	
N/R	20	2.7			12	2.3			6	2.8		
<b>D101 Tenancy type</b>	<i>Base: 740</i>				<i>Base: 494</i>				<i>Base: 231</i>			
136: Affordable	32	4.4	4.4		27	5.4	5.4		0	0.0	0.0	
137: Extra Care	22	2.9	2.9		0	0.0	0.0		48	20.6	20.6	
138: Sheltered	48	6.5	6.5		0	0.0	0.0		183	79.4	79.4	
139: Social Rent	588	79.4	79.4		445	90.0	90.0		0	0.0	0.0	
140: Temporary Accommodation	16	2.1	2.1		0	0.0	0.0		0	0.0	0.0	
141: Over 60s	35	4.7	4.7		23	4.6	4.6		0	0.0	0.0	
N/R	0	0.0			0	0.0			0	0.0		
<b>D102 Tenancy type [simple]</b>	<i>Base: 740</i>				<i>Base: 494</i>				<i>Base: 231</i>			
142: General needs	655	88.5	88.5		494	100.0	100.0		0	0.0	0.0	
143: Sheltered/Extra care	70	9.4	9.4		0	0.0	0.0		231	100.0	100.0	
144: Temporary	16	2.1	2.1		0	0.0	0.0		0	0.0	0.0	
N/R	0	0.0			0	0.0			0	0.0		
<b>D103 District</b>	<i>Base: 740</i>				<i>Base: 494</i>				<i>Base: 231</i>			
145: City Other	115	15.5	15.5		51	10.4	10.4		136	58.9	58.9	
146: City Stanmore	144	19.4	19.4		101	20.5	20.5		20	8.6	8.6	
147: City Weeke	44	5.9	5.9		30	6.1	6.1		17	7.4	7.4	
148: City Winnall & Highcliffe	102	13.8	13.8		82	16.5	16.5		0	0.0	0.0	
149: Rural North	134	18.1	18.1		97	19.7	19.7		3	1.3	1.3	
150: Rural South	202	27.3	27.3		133	26.8	26.8		55	23.7	23.7	
N/R	0	0.0			0	0.0			0	0.0		
<b>D104 City/rural</b>	<i>Base: 740</i>				<i>Base: 494</i>				<i>Base: 231</i>			
151: City	404	54.6	54.6		264	53.4	53.4		173	75.0	75.0	
152: Rural	336	45.4	45.4		230	46.6	46.6		58	25.0	25.0	
N/R	0	0.0			0	0.0			0	0.0		
<b>D105 Ward</b>	<i>Base: 740</i>				<i>Base: 494</i>				<i>Base: 231</i>			
153: BISHOPS WALTHAM	32	4.3	4.3		19	3.9	3.9		19	8.3	8.3	
154: BOARHUNT & SOUTHWICK	8	1.0	1.0		5	1.1	1.1		0	0.0	0.0	
155: CHERITON & BISHOPS SUTTON	8	1.0	1.0		5	1.0	1.0		0	0.0	0.0	
156: COLDEN COMMON & TWYFORD	31	4.2	4.2		23	4.7	4.7		0	0.0	0.0	
157: COMPTON & OTTERBOURNE	18	2.4	2.4		13	2.6	2.6		0	0.0	0.0	
158: DENMEAD	29	3.9	3.9		17	3.4	3.4		12	5.2	5.2	
159: DROXFORD, SOBERTON & HAMBLEDON	5	0.7	0.7		3	0.7	0.7		0	0.0	0.0	
160: ITCHEN VALLEY	10	1.3	1.3		6	1.3	1.3		0	0.0	0.0	
161: KINGS WORTHY	49	6.6	6.6		37	7.6	7.6		0	0.0	0.0	
162: LITTLETON & HARESTOCK	5	0.6	0.6		3	0.7	0.7		0	0.0	0.0	
163: OWSLEBURY & CURDRIDGE	21	2.8	2.8		15	3.0	3.0		0	0.0	0.0	
164: SHEDFIELD	6	0.8	0.8		4	0.8	0.8		0	0.0	0.0	
165: SPARSHOLT	7	1.0	1.0		6	1.2	1.2		0	0.0	0.0	
166: ST BARNABAS	44	5.9	5.9		30	6.1	6.1		17	7.4	7.4	
167: ST BARTHOLOMEW	74	10.0	10.0		32	6.4	6.4		110	47.4	47.4	
168: ST JOHN & ALL SAINTS	123	16.7	16.7		97	19.6	19.6		0	0.0	0.0	
169: ST LUKE	130	17.6	17.6		101	20.5	20.5		2	1.0	1.0	
170: ST MICHAEL	32	4.3	4.3		4	0.7	0.7		44	19.1	19.1	
171: ST PAUL	0.2	0.2			1	0.2	0.2		0	0.0	0.0	
172: SWANMORE & NEWTON	2.1	2.1			11	2.2	2.2		1	0.5	0.5	

## Appendix C. Data summary

	LCRA				General needs				Sheltered & Extra Care			
	By age, stock type and property size				Weighted by age and property size				Weighted by age and stock type			
	Count	% raw	% valid	% top	Count	% raw	% valid	% top	Count	% raw	% valid	% top
173: THE ALRESFORDS	44	5.9	5.9		31	6.3	6.3		2	0.9	0.9	
174: UPPER MEON VALLEY	1	0.2	0.2		1	0.2	0.2		0	0.0	0.0	
175: WHITELEY	3	0.5	0.5		3	0.6	0.6		0	0.0	0.0	
176: WICKHAM	27	3.6	3.6		14	2.8	2.8		22	9.7	9.7	
177: WONSTON & MICHELDEVER	19	2.5	2.5		13	2.6	2.6		1	0.4	0.4	
N/R	0	0.0			0	0.0			0	0.0		
<b>D106 Property type</b>	<i>Base: 740</i>				<i>Base: 494</i>				<i>Base: 231</i>			
178: Bungalow	131	17.7	17.7		82	16.5	16.5		14	6.0	6.0	
179: Flat/Maisonette	307	41.4	41.4		176	35.7	35.7		217	94.0	94.0	
180: House	302	40.9	40.9		236	47.8	47.8		0	0.0	0.0	
N/R	0	0.0			0	0.0			0	0.0		
<b>D107 Property size</b>	<i>Base: 740</i>				<i>Base: 494</i>				<i>Base: 231</i>			
181: Bedsit	9	1.3	1.3		0	0.0	0.0		0	0.0	0.0	
182: One bed	237	32.1	32.1		122	24.6	24.6		204	88.4	88.4	
183: Two bed	258	34.9	34.9		187	37.8	37.8		27	11.6	11.6	
184: Three bed	223	30.1	30.1		175	35.4	35.4		0	0.0	0.0	
185: Four+ bed	12	1.7	1.7		11	2.2	2.2		0	0.0	0.0	
N/R	0	0.0			0	0.0			0	0.0		
<b>D108 Length of tenancy</b>	<i>Base: 740</i>				<i>Base: 494</i>				<i>Base: 231</i>			
186: Under 1 year	61	8.3	8.3		31	6.3	6.3		31	13.3	13.3	
187: 1 - 2 years	127	17.2	17.2		87	17.5	17.5		51	21.9	21.9	
188: 3 - 5 years	123	16.7	16.7		85	17.2	17.2		47	20.3	20.3	
189: 6 - 10 years	125	16.9	16.9		83	16.9	16.9		52	22.4	22.4	
190: 11 - 20 years	144	19.4	19.4		95	19.1	19.1		46	19.8	19.8	
191: 21 years and over	160	21.6	21.6		114	23.0	23.0		5	2.2	2.2	
N/R	0	0.0			0	0.0			0	0.0		
<b>D109 Made a formal complaint in last 12 months?</b>	<i>Base: 740</i>				<i>Base: 494</i>				<i>Base: 231</i>			
192: Yes	8	1.0	1.0		6	1.2	1.2		1	0.4	0.4	
193: No	732	99.0	99.0		488	98.8	98.8		230	99.6	99.6	
N/R	0	0.0			0	0.0			0	0.0		



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# Agenda Item 13

CAB3542(H)  
CABINET COMMITTEE: HOUSING &  
CABINET

REPORT TITLE: VENTA LIVING - BUSINESS PLAN 26/27

CABINET COMMITTEE: HOUSING - 2 FEBRUARY 2026

CABINET - 10 FEBRUARY 2026

REPORT OF CABINET MEMBER: Councillor Mark Reach, Cabinet member for Housing

Contact Officer: Simon Hendey  
Email shendey@winchester.gov.uk

WARD(S): ALL

## PURPOSE:

Providing Homes for all is a key priority within the Council Plan, which includes supporting households who struggle to access affordable longer-term market housing. To support this priority the council has established a wholly owned local housing company, Venta Living Ltd.

This report brings forward a financial business plan for consideration required under the shareholder agreement with Venta Living Ltd, with an illustrative business model based on leasing 41 flats in Winnall.

Although there is no proposal to expand the remit of the company in 2026/27, the business case allows for future opportunities to be considered on a case-by-case basis and fulfils the council's policy objectives to provide homes for all.

Approval of the updated financial business plan will allow Venta Living Ltd to continue trading in 2026/27 based on the recommended business plan.

**RECOMMENDATIONS:**

**To Cabinet Committee: Housing**

1. To review the updated financial business plan, at Appendix A in the exempt part of the agenda and recommend its approval to Cabinet, including:
  - a) The proposal to increase rent by 5.26%, to £1,100 per month
  - b) The proposed move to a dynamic renting model following the implementation of the renters rights Bill in May 2026, allowing for prevailing market rents to apply to individual units at the point of relet.
  - c) To note that operating costs have been reviewed and updated in the business plan model.

**To Cabinet:**

2. To approve the updated financial business plan as recommended by Cabinet Committee: Housing
3. To approve the proposed rent increase for 2026/27 of 5.26% to £1100 per month
4. To approve the move to a dynamic renting model following the implementation of the renters rights Bill in May 2026, allowing for prevailing market rents to apply to individual units at the point of relet.

**IMPLICATIONS:****1      COUNCIL PLAN OUTCOME**

- 1.1    Greener Faster
- 1.2    The Winnall flats were designed to be highly sustainable. Their convenient location within the city supports the Council Plan objectives to promote walking, cycling and use of public transport.
- 1.3    Thriving Places
- 2      The flats at Foxglove House enables working households to live and work in the district.
- 2.1    Healthy Communities

The properties at Foxglove house were designed to be energy efficient and to ensure needs of residents are met. Tenant satisfaction measures are in place and regularly monitored.

**2.2    Good Homes for All**

The flats at Foxglove House meets local needs by providing a wider range of tenures that cannot be provided through the HRA.

**2.3    Efficient and Effective**

The Company has spent significant time in bedding processes down in 2025/26, ensuring that tenants needs are met and monitored, and ensuring that vacant units are relet with minimum delay.

**2.4    Listening and Learning**

Proposed rent increases will be communicated to tenants in line with the requirements in the tenancy agreements. The implementation of the renters rights bill will increase the notice period for rent increases and provide greater opportunity for private sector tenants to challenge the rent setting process.

**3      FINANCIAL IMPLICATIONS**

- 3.1    The latest iteration of the company leasing model is presented in the business case. The financial impact of this is shown in the exempt Appendix A within this report.
- 3.2    The leasing model, which was originally agreed in July 2023 (CAB3406H refers), is based on the company managing the properties and lettings, with the council retaining responsibility for the building, its maintenance and fixtures and fittings. Venta Living Ltd let the properties and collect the rent, deduct from this a proportion of the gross rent receivable, sufficient to cover

its costs of management and overheads, and passing the net rent receivable after these deductions to the council as a lease payment.

- 3.3 The reasoning behind setting the deductible amount as a percentage of the gross rent receivable is that it will provide more certainty to Venta Living Ltd about the amount it will receive to fund its operations each year. This allows the company's costs to increase with rental growth but provides comfort to the council that these costs are controlled. The deductible amount that was originally agreed in the lease, and reflected in the business plan, is 17.41%.
- 3.4 The table in the financial summaries within the business plan appended to this report shows the summarised estimated financial position of Venta Living Ltd over the 30 years of its business plan. This shows that as the lease payment is essentially the net cash flow after deducting operating expenses that the model essentially does not make any material profit or loss for the company.
- 3.5 The retained loss brought forward from 2024/25 was £34,000, which partially offsets a forecast surplus of £9k in 2025/26. The projected cumulative retained profit for the company over the 30 years of the lease is £5,000, which is essentially the interest earned on bank balances and an amount set aside for the allowance for doubtful debts after allowing for the loss incurred in 2024/25. The projected profit will be subject to corporation tax.
- 3.6 Within the current business model, the HRA holds the risk of rent loss through voids, with the company retaining responsibility for income collection and bad debts.
- 3.7 The key operational risks to the business plan relate to the implementation of the renters rights bill. This is likely to potentially impact on both income and costs. Where income is impacted, the lease mechanism means that the HRA will pick up most of the risk, however, any cost risk is borne by the company.
- 3.8 Risks to income include:
  - Rent in advance will no longer be requested in advance of the tenancy being signed, and a landlord will no longer be able to require a tenant to pay more than a month rent in advance
  - Rent increases will be subject to a section 13 notice requiring a minimum of 2 months notice in future, with increases applied 12 months after the start of the tenancy. A process needs to be considered to ensure annual rent levels are demonstrably in line with market levels and evidenced as such.
  - Tenants will have the right to appeal rents, and therefore positive engagement with tenants and robust evidencing of proposed increases will be required. Successful challenges will lead to potential rent losses for the period of appeal.

- Landlords will not be able to discriminate against prospective tenants on the basis of children living at the property, or where the prospective tenant is or might be in receipt of benefits. Venta will need to review affordability criteria to ensure compliance.
- Grounds for possession for severe rent arrears: the period of arrears has increased from two to three months, and notice period from two to four weeks before court action can commence. This presents a greater risk to income.

Cost risks identified so far includes:

- A requirement for landlords to list properties on the PRS database. There will be an associated annual cost from 2027, however no detail is yet available.
- A requirement for landlords to be members of the PRS Ombudsman. There is likely to be an annual cost for this from 2027, however the ombudsman scheme is not yet in place and further details are not yet known.

3.9 These potential costs and income risks have not been built into the business plan. To an extent, the percentage applied to the deductible amount in the lease means that the HRA will bear the majority of income risk. It is not yet clear how costs will be impacted, however, should there be a permanent change to operating costs, the deductible amount will need to be reviewed and amended.

3.10 In order to mitigate income risk, the business plan proposes a move to a more dynamic rent model, allowing for rent increases on the anniversary of the tenancy and applying prevailing market rents at the relevant date of increase, rather than the traditional annual increase in April. The proposed approach is outlined in the business plan.

3.11 The Venta Living Ltd business plan is presented in UK GAAP (Generally Accepted Accounting Practice) format, which represents the basis that the Company will publish its financial reporting.

3.12 The Company's accounts are not considered to be material enough to warrant the production of consolidated accounts, however an IFRS compliant version of the plan is produced separately to facilitate incorporation in the future.

3.13 There is no proposal within the business plan to change the agreed business model or leasing arrangements.

3.14 The current leasing structure model works for the rental of the Winnall block of 41 units however, the combined impact of the Subsidy Control Act and the risk upon the councils 5% VAT partial exemption limit mean that the company's ability to replicate future growth through the use of this leasing arrangement is materially and permanently constrained.

4 LEGAL AND PROCUREMENT IMPLICATIONS

4.1 None

5 WORKFORCE IMPLICATIONS

5.1 None

6 PROPERTY AND ASSET IMPLICATIONS

6.1 None

7 CONSULTATION AND COMMUNICATION

7.1 The proposed rent increase is being communicated to tenants in January 2025, and formal notice will be given allowing one month notice in line with the tenancy agreements. Under the Renters Rights bill and with effect from May 2026, a two month notice period will be required.

8 ENVIRONMENTAL CONSIDERATIONS

8.1 Properties leased to Venta Living Ltd are energy efficient, have lower carbon emissions and are resilient to climate change, in particular, overheating, flood risk and extreme weather events.

9 PUBLIC SECTOR EQUALITY DUTY

9.1 The proposals in this report are consistent with the current Housing Strategy, which was subject to an Equality Impact Assessment. The proposals maintain the housing offer to the community and compliment the council's current offer which includes social and affordable rented housing and shared ownership homes. This supports the Homes for All priority.

9.2 Ongoing marketing of any remaining units at Winnall, or advertising in respect of reletting, will need to ensure that relevant information is accessible to all potential applicants, and in particular that no-one is disadvantaged on the basis of either race or disability.

10 DATA PROTECTION IMPACT ASSESSMENT

10.1 None required

11 RISK MANAGEMENT

Risk	Mitigation	Opportunities
<p><b>Financial Exposure</b></p> <ol style="list-style-type: none"> <li>1) That Venta Living Ltd becomes non-viable, with risk to the company as a going concern</li> <li>2) Risk to the Council as sole shareholder of financial intervention in the event that Venta Living Ltd runs into financial difficulty</li> <li>3) VAT – risk that the council's partial exemption threshold will be breached by excessive repairs &amp; maintenance spend on the properties leased to Venta Living Ltd</li> <li>4) Running costs significantly exceed budget</li> <li>5) Rents received are significantly lower if vacant units cannot be relet.</li> </ol>	<p>Suitably qualified non-executive directors have been engaged and Board meetings take place regularly.</p> <p>Financial performance is reviewed as part of the Board meeting agendas to identify and mitigate any potential cost pressures.</p> <p>The business plan makes sufficient provision for marketing and advertising of empty flats for relet and includes an assumed level of void turnover.</p>	
<p><b>Exposure to challenge</b></p> <p>Legislative changes: The implementation of the renters rights bill will allow greater scrutiny of the landlord, and greater ability to challenge decisions including rent increases</p>	<p>That future rent increases are fair and proportionate, and can be evidenced using appropriate market data.</p>	
<p><b>Innovation</b></p> <p>Expansion of the wholly owned subsidiary company by the council.</p>	<p>The council's role as sole shareholder will ensure control over the company.</p>	<p>The current approach enables homes to be offered to a vehicle that has freedom to deliver to a broader market than the</p>

	Potential opportunities to be subject to due diligence processes, including external legal advice, intelligence gathering and discussions with local authorities and other registered providers	council can through its current housing stock.
<b>Reputation</b> Tenant satisfaction	The Board receive regular updates on tenant satisfaction measures and are empowered to take relevant decisions.	
<b>Local Government Reorganisation</b> The impact on the Company of LGR is not yet known. The governance structure of a new authority may change the scope of the company in future.	The Board receive regular updates on the progress of Local Government reorganisation	

## 12 SUPPORTING INFORMATION:

- 12.1 The background to the creation of the Housing company is covered in previous committee reports including CAB3366, CAB3401, CAB3406(H) and CAB3482(H).
- 12.2 Venta Living Ltd was established in May 2023 and has been actively trading since June 2024. Full occupation was achieved in early 2025. The company has seen turnover of 8 units as at December 2025, which is largely due to the changing circumstances of the tenants (for example, changing jobs, relocation) rather than a reflection of the flats themselves, and relets have generally been achieved within 6 weeks of vacation.
- 12.3 The Board of Directors of Venta have considered and agreed the submission of the business plan at its meeting of 3rd December 2025.
- 12.4 The key outputs of the business plan for 2026/27 are detailed in the exempt appendix but includes:
  - 1) A proposed rent increase from £1,045 to £1,100 per month, equivalent to 5.26%

- 2) There are no proposals to change the services to be provided to the Company by Winchester City Council. However, the true cost of providing services to the company have been reassessed using timesheet data, and the proposed charges increased accordingly.
- 3) Should the company require any specific one-off advice to support the implementation of the Renters Rights bill, or undertake one-off viability work on potential opportunities, associated costs will be managed within the deductible amount where possible, or otherwise recovered through future rent increases.
- 4) That the company is willing to work with the Council to identify any potential opportunities.
- 5) To extend the management services provided by Winchester City Council, which is currently due to expire in July 2026, for 12 months.

12.5 There are currently no concrete proposals to expand the remit of the company, with the current primary focus being on consolidation of the company during 2025/26, and the implementation of renters rights bill in 2026/27. However, the business plan proposes to look at potential business cases, and where additional cost may be incurred this will be drawn from the shareholder fund.

12.6 However, if any opportunities were to arise, then the Directors are willing to engage with the shareholders to assess viability prior to the development of a business case.

### **13 OTHER OPTIONS CONSIDERED AND REJECTED**

13.1 No other options were considered.

#### **BACKGROUND DOCUMENTS:-**

##### **Previous Committee Reports:-**

- CAB3482(H) Venta Living Ltd – Business Plan 2025/26
- CAB3406(H): Establishing a Local Authority Housing Company; Cabinet Committee (Housing), 10 July 2023 and Council 20 September 2023
- CAB3401: Establishing a Local Housing Company Cabinet, 16 March 2023
- CAB3366: Housing Company – Revised Options and Business Case Cabinet, 14 December 2022
- BHP022: New Homes Programme Update Business and Housing Policy Committee, 21 September 2021

- Presentation: Housing Development Strategy Business & Housing Policy Committee 1 December 2020
- CAB3160: Establishing the Winchester Housing Company Cabinet, 18 September 2019, and Council 25 September 2019
- Presentation: Housing Company Business and Housing Policy Committee 18 June 2019 CAB3139(HSG): Establishing the Winchester Housing Company Cabinet (Housing) Committee 20 March 2019 and Cabinet 25 March 2019
- CAB2990(HSG): Establishing Local Housing Companies to Support New Homes Development Cabinet (Housing) Committee 22 November 2017 and Cabinet 6 December 2017
- CAB2911(HSG) – Establishing Local Housing Companies to Support New Homes Development Cabinet (Housing) Committee 22 March 2017
- CAB2616(HSG): Options for Increasing the Supply of Affordable Housing Cabinet (Housing) Committee 1 October 2014

Other Background Documents:-

None

APPENDICES:

EXEMPT Appendix A – Venta Business Plan 2025/26

# Agenda Item 15

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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