

REPORT TITLE: HOUSING STRATEGY 23-28 PROGRESS AND UPDATE

3 FEBRUARY 2025

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WARD(S): ALL

PURPOSE

The report directly aligns with the council's priority of delivering '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 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 2023. 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 the Housing Strategy 2023-28 Delivery Plan as outlined in the report.
2. Notes the emerging challenges that have arisen since November 2023.
3. Approves the amended delivery action plan for 2023-2028.

IMPLICATIONS:

1 COUNCIL PLAN OUTCOME

- 1.1 Tackling the Climate Emergency and Creating a Greener District
- 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 Homes for all
- 1.4 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.
- 1.5 Vibrant Local Economy
- 1.6 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.
- 1.7 Living Well
- 1.8 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.
- 1.9 Your Services, Your Voice
- 1.10 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 Preventing Grant may reduce or stop the delivery of the discretionary grant elements of the housing options service.

- 2.3 There is the potential of Hampshire County Council - Social Inclusion budget cuts which may result in the loss of key supported housing provision resulting in an increase of homelessness presentations 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 Housing White paper and the Social Housing Regulation Act, the Renters (reform) Bill 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 2025-26 has been developed with all the officers involved in the delivery of the action plan.

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 good 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
Financial Exposure Insufficient strategic housing budget to meet the statutory homelessness function	Budgetary control processes in place	Proactively seek and submit potential funding opportunities including MHCLG bids where

<p>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 Budget reduction consultation. Potential 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>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>Current internal review underway to explore ways of addressing the funding gap. Lobbying HCC in partnership with the Strategic Housing Officer Group of Hampshire Local Housing Authorities. Decision will be made on 21.01.25 to see if WCC will be allocated any funding for May 2025-March 2026</p> <p>Remodelling the HRA Business Plan. Exploring alternative development options with Registered Providers and other stakeholders.</p>	<p>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</p>		<p>The council delivers on its strategic housing role, enabling households to live in safe homes and sustainable neighbourhoods</p>

aspirations and needs of residents.		
<p>Reputation</p> <p>The risk of not delivering on the housing strategy</p>	<p>The risk of not delivering on the housing strategy is mitigated through the monitoring and governance measures contained within the housing strategy supported by the delivery plan.</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>
<p>Achievement of outcome</p> <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. 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>	
<p>Property</p> <p>Not delivering and increasing the supply of</p>	<p>Making best use of all housing assets and links within provisions of other</p>	

affordable homes within the district	related strategies and policies such as the Local Plan, New Homes Housing Development Strategy and the HRA Asset Management Strategy	
Community Support Not improving the community housing opportunities of vulnerable and excluded households.	All stakeholders and partners commit to actions required in the Housing Strategy delivery plan. Continue to build on effective partnerships to deliver shared objectives	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
Timescales Not meeting the housing strategy delivery plan timescales.	The housing strategy is a 5-year live plan inviting scrutiny and benchmark performance to be reviewed annually by the Cabinet Committee: Housing. 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 impact of local and national initiatives will be monitored by the Housing Service. 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 to date against the action plan adopted in November 2023.

11.5 This paper will outline:

- a) The main achievements throughout 2024 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 2025/26 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 11.11 outline the main achievements in 2024.

11.8 More Homes for All

- During 2024, the Council delivered 82 new affordable council homes that have met needs identified by the council's housing register and for low-cost shared ownership purchase.
- Engaged regularly on a 1:1 basis with Registered Providers to encourage a transparent and open dialogue between housing providers. Updates have been provided at Cabinet Committee: Housing meetings. It is anticipated that 331 homes will be delivered in the Winchester District by Registered Providers during the 2024/25 financial year.
- Delivered a joined-up approach for the enabling and council delivery of low-cost shared ownership properties that are affordable. 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.

- Regular review of the council's approach to affordable housing development in the light of 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. In 2024, the acquisition of 156 S106 units was approved by Cabinet. These units will be delivered between 2025 and 2028.

11.9 Greener Homes

- To date we have achieved 70 % of council homes to minimum SAP C against a target of 91% of homes by 2028
- Delivered on the Hug (2) grant programme, 48 applications approved which has resulted in 30 properties (with 56 installed measures) being upgraded and a total grant spend of £456,652 between July 2023 to December 2024
- The development of a climate change and/greener homes tenant engagement and carbon literacy training programme links to the review of the Tenant Engagement Strategy approach taking account of the Transparency, Influence and Accountability consumer standard.

11.10 Homes that Better Meet Different Needs.

- A Scoping paper regarding the older persons strategy was taken to the Economic and Housing Policy Committee in February 2024, the strategy has been put back until 2026.
- Making best use of Disabled Facilities Grants (DFG) to enable residents to remain well and live independently in their own home. A presentation was provided at the Economic and Housing Policy Committee in November 2024 to explore and discuss various revised policy options to ensure that the DFG budget reaches those most in need. The revised policy will be presented to Cabinet Committee: Housing in Autumn 2025
- A temporary accommodation and pathways plan was adopted by Cabinet Committee Housing in November 2024 (CAB3472 (H)), the plan set out predicted demand and supply and 8 housing pathways to support the plan.
- The temporary accommodation and pathways plan was an imperative piece of work as in the last financial year (23-24), the council experienced a 122% increase in approaches from households who were homelessness or at risk of homelessness, intensifying pressure on the availability of accommodation and staffing resources. Furthermore, in October 2023, Hampshire County Council (HCC) announced a spending review aimed at achieving savings of £132 million to address a projected budget shortfall. HCC currently funds various

social inclusion services for vulnerable adults at risk of homelessness throughout the Winchester District and the wider county.

- Despite the rising demand, the council has maintained top quartile performance in preventing homelessness, with the use of emergency accommodation remaining within budget. However, the increasing demand presents significant challenges that may necessitate the provision of emergency accommodation in the future resulting in an increased cost to the council. Given this, it was imperative that the council formulated a robust response to this escalating need, not only by expanding accommodation options but also by ensuring adequate staffing and resources to effectively manage households increasingly complex situations. Implementation of a housing first model in partnership with A2 Dominion to support those out of street homelessness.
- The council held a private landlords forum to try and improve the quality and management of the Private Housing Sector to ensure it is fit for purpose.
- 170 houses of multiple occupation have been licensed between November 2023 to November 2024 of those 170, 156 were licence renewals.
- Worked in partnership with Hampshire County Council and all the other Hampshire district and boroughs to provide 15 units of accommodation for survivors of domestic abuse across Hampshire
- Increased the provision of safe places within the district of Winchester for survivors of Domestic Abuse
- Provided 5 homes via the governments Local Authority Housing Fund (LAHF) scheme for the Afghan community and 38 homes for Ukrainian Guests
- Brought back into use 2 empty houses to let as temporary accommodation for Ukrainian Guests.

11.11 Better Managed Homes. Better Neighbourhoods

- Employed 2 Community Engagement Officers to provide community outreach work across the Winchester district.
- Carried out a Tenant Satisfaction Survey (TMS) in the autumn of 2024. Results and Outcomes will be presented at Cabinet Committee: Housing in 2025.
- Adopted and implemented a new resident engagement strategy in February 2024 to encourage a wider involvement tenant representation (CAB3450(H))
- Introduced and implemented a new Tenant and Council Together (TACT) board and 4 new consumer standard groups to provide forums for continuous tenant engagement activities with a Tenant TACT board member attached to each group.

- Developed mechanisms for resident feedback around community safety and ASB to support residents to feel safe in their neighbourhoods.
- 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.
- Carried out a housing service self-assessment in line with the Social Housing Regulation Act 2023. The act introduced new powers that require social housing providers to prepare a performance improvement plan against the consumer standards. The self-assessment work included commissioning external service reviews to support and inform the housing landlord improvement plan.
- Implemented a best practice triage service for officers to manage and respond quickly to residents reports of damp and mould in their homes.
- Developed a Damp and Mould strategy to set out policy and landlord/tenant responsibilities for consultation at the TACT consumer standard group and Economic and Housing Policy Committee with final approval at Cabinet Committee: Housing in July 2025.
- Working towards achieving the Domestic Abuse Housing Alliance (DAHA) accreditation to improve the lives of those subject to domestic abuse. The council has 15 internal Domestic Abuse Ambassadors in place to support both staff and residents.
- 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 2024. Consultation opportunities include proposed allocation changes as part of the Hampshire Home Choice Framework. A consistent landlord approach for tenant management moves. Promoting the Domestic Abuse Housing Alliance program to encourage consistent and best practice for victims of domestic abuse.
- 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. Service reviews will be rolled out across other landlord housing teams in 2025.

11.12 New Challenges since the adoption of the Housing Strategy Delivery Plan 2023-2028

- Hampshire County Council's decision to withdraw all social inclusion funding provided to the council from March 2026, resulting in the closure of Westview House a 29-bed supported housing provision in April 2025.

- The introduction of the 'Renters Rights Bill' had its first hearing in parliament placing 9 new duties on to Local Authorities. The Bill is to be enacted in August 2025 and will have impacts across the wider housing service (Awaab's Law and Decent Home Standard 2).
- To implement the recommendations of the independent housing landlord service reviews within budget, staffing resources and timescales including establishing a clear roadmap for improving the landlord services IT systems, data management and the training and development of housing landlord staff.
- The delivery of a transformation programme within housing landlord services to respond to the changing external environment including supporting and involving colleagues and TACT groups.
- The available resources to explore external funding opportunities for the council home fabric first retrofit programme to support and develop the existing programme and future aspirations.
- To understand the recommendations and outcome from Grenfell enquiry and the implications for the council.
- The review challenges of the social housing allocations policy in agreement with the four participating local authorities.
- To ensure that the council meet the requirements of the Housing Ombudsman complaints handling code which came into effect in April 2024.
- Recognition of the viability challenges associated with new build housing schemes including build costs and borrowing rates.
- To deliver new homes on council-owned land when there is a demonstrable need and a financially viable development scheme.
- To acquire S106 units to provide a cost-effective alternative approach to new homes delivery and to facilitate the continued delivery of housing supply in the district.

11.13 New Outcomes and actions for 2025/26

11.14 **Homes that better meet different needs**

- To adopt a new Preventing Homelessness and Rough Sleeping Strategy 2025 to 2030.
- To adopt a Supported Housing Strategy.
- To complete the review of Hampshire Home Choice (the council's housing register) with the other 4 partnering local authorities.

- To adopt a revised Disabled Facilities Grant Policy to ensure best use of government funding to meet those in greatest in need.

11.15 **Better managed homes , better neighbourhoods**

- To implement the requirements of the Renters Rights Bill.
- To ensure compliance with the revised Regulator of Social Housing regulatory framework and the HOS Complaints Handling Code.
- To ensure the safety and quality of our housing stock through a programme of stock condition survey inspections and compliance programmes.
- To continue our commitment to retrofit council homes through the fabric first retrofit programme.
- Embed a data led service delivery approach to inform service development, policy and process delivery and continuous improvement opportunities.
- Modernise the customer service offer through the development of a digital first customer service offer, improving communication and self-service options for tenants/residents and efficiency of services.

11.16 **More Homes for all**

- To review and update the Housing Development Strategy 2021-2030.
- To produce a Rural Strategy paper as part of the Housing Development Strategy 2021-2030 update.

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 first annual review report.

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

CAB3410(H)

[Housing strategy 2023-2028](#)

Other Background Documents:-

APPENDICES: Appendix 1- Updated Housing Strategy Action Plan 2023-202

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 priorities identified in</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>Delivered 276 new homes between 2020 and end 2024.</p> <p>A further 156 S106 acquisition units have been approved by Cabinet to be delivered between 2025 and 2028.</p>

	<p>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	Service Lead - New Homes	<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	Service Lead - New Homes	<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	Support the Local Plan review.	On-going	Service Lead -	Additional new affordable homes.

(WCC and SDNPA) to deliver additional affordable housing of a quality that meets local needs.	Support Development Management consider planning applications.		New Homes	<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.	<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. 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	On-going membership of Wayfarer consortium.	On-going	Service Lead -	More Investment and other government funding is obtained to deliver more affordable homes.

Government investment and funding to deliver more affordable homes	Liaison with Homes England and Government Departments. Supporting other RPs secure funding.		New Homes	Ongoing engagement with Wayfarer consortium (including RPs and other stock-owning authorities) and Homes England contacts.
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. Rural Enabler post not pursued. Engagement with RPs, Community Land Trusts and Ward Members a more cost-effective delivery approach. Rural Strategy paper to be produced as part of the Housing Development Strategy 2021-2030 update.
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. Ongoing action - new opportunities for Venta Living schemes considered on a scheme-by-scheme basis.
9. Regularly review our approach to affordable housing development in the light of identified local needs, market and economic conditions and	Annual review and update of the Housing Development Strategy. Develop and implement a market engagement strategy to facilitate the	On-going 2024	Service Lead - New Homes	Approach is reviewed, and any necessary changes to delivery are adopted as a result. Housing Development Strategy 2021-2030 update in 2025. Ongoing market engagement with landowners and RPs has resulted in S106 acquisition opportunities.

environmental objectives.	acquisition of S106 and other new homes for affordable housing.			<p>In 2024, the acquisition of 156 S106 units was approved by Cabinet. These units will be delivered between 2025 and 2028.</p> <p>Significant pipeline of other S106 acquisition opportunities being assessed.</p>
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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	<p>New set of Employers Requirements, developed in conjunction with Employers Agent.</p> <p>Ongoing review of sustainability standards and products.</p> <p>Employer's Requirements update in 2025.</p> <p>Housing Development Strategy 2021-2030 update in 2025.</p>
2.Deliver on the existing council housing retrofit carbon reduction programme to achieve more energy	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, 70% of council homes meet SAP rating C.</p> <p>The commitment to improving the SAP rating across the council housing stock continues with an expectation that 83% of council homes will meet SAP rating C by 2028.</p>

efficient performing council homes				
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	Completed. Grant spent, 19 Swedish homes retrofitted and 350 loft top-ups, 369 homes moved to SAP C by 2025.
4. Deliver on the Homes Upgrade Grant (HUG2) programme to upgrade the energy efficiency of the private housing stock – supporting residents on low incomes.	Promote the HUG scheme to all eligible residents, working as part of a consortium with Portsmouth City Council.	2025	Service Lead - Strategic Housing	Increased the number of eligible households applying and being successful in obtaining grant funding for the various energy efficiency measures. 48 applications approved. 30 properties upgraded; 56 measures implemented.
5. Explore financial incentives and green grant opportunities through the 'Warmer Homes' Initiative' to help improve poor energy performing homes within the private sector housing stock.	Promote the HUG scheme to all eligible residents, working as part of a consortium with Portsmouth City Council. To continue to investigate any new initiatives such as the Great British Insulation Scheme.	On-going	Service Lead - Strategic Housing	To increase the number of eligible households applying and being successful in obtaining grant funding for the various energy efficiency measures. On Going – LAD4 3 being launched in 2025, known as 'Warm Homes- Local Grant'. Submitted an expression of interest.

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. This work is pending following a refresh of the TACT tenant Engagement model, tenant engagement strategy and in consideration of the new RSH consumer standards regime
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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. Scoping paper presented to EHP on 20 February 2024. Project start date delayed until 2026, due to competing project demands.
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. Draft Local Plan (if adopted) will require M4 (2) accessibility as standard and will tie into Older Persons' Strategy.

	<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>			<p>Project to start in 2025 in partnership with HCC and other Hampshire Authorities</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.	<p>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.</p> <p>The strategy will include mapping out the private</p>	2025	Service Lead - Strategic Housing	<p>Supported Housing Accommodation Strategy develop and adopted.</p> <p>Project to start in 2025 in partnership with HCC and other Hampshire Authorities.</p>

	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	The DFG Better care fund fully utilised to enable as many residents as possible to remain well in their own homes. Policy under review to ensure best use of reserve funds and on-going grant allocations to ensure funding is equitable and reaches those most in need. Supply and demand model options to be rehearsed in 2025/26 to provide supporting data and to understand any potential impacts before seeking formal policy change approvals Model options presented to EHP on the 26 November 2024. The revised policy will go to Cabinet Committee: Housing in Autumn 2025.
6. Review and develop specialist temporary accommodation, supported housing, Housing First models of provision.	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. Carry out a need and demand assessment and GAP analysis to drive forward future need and provision to inform future	2024/25 2024	Service Lead - Strategic Housing	The provision of TA, supported accommodation and Housing First is developed with a pathway to permanent housing. The provision is adaptable to changing need and supports the most vulnerable in our community. The TA Strategy (demand and supply model) approved by Cabinet Committee: Housing on 5 November 2024. A need and demand assessment has been carried out up to and Including 31 March 2025. The outcome of the assessment was that need will outstrip supply by bedspaces by 31.03.2025.

	planning and funding needs.			<p>The council is responding to this by implementing new measures as outlined in the TA Plan.,</p> <p>The need and demand assessment model will be kept under constant review to respond to any changes that may occur throughout next year to ensure the council is adequately resourced to respond to these changes.</p>
7. Review and adopt a preventing homelessness and rough sleeping strategy.	<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>	2025	<p>Service Lead- Strategic Housing</p> <p>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>Homelessness Forum and consultation with the service users will commence in Spring 2025</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>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>2024</p> <p>Ongoing</p>	<p>Service Lead - Strategic Housing</p>	<p>The private sector landlords Forum is launched and improves private Landlord housing standards.</p> <p>Private Landlord Forum launched in November 2023. Exploring different ways to meaningfully engage with PS landlords outside of the forum model. Looking at other Local Authority models.</p> <p>Increased number of HMO homes licenced and well managed.</p>

	<p>To explore and promote all energy efficient schemes/grants available to our residents.</p>	<p>Ongoing</p>		<p>170 HMO's have been licensed between November 23 to November 24</p> <p>Improved quality of private housing sector homes.</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> <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>	<p>On-going</p>	<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 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> <p>3 other spaces secured through support services in Winchester.</p> <p>Ready Homes have secured 7 properties for asylum seekers.</p> <p>1 family assisted through the community for Afghan scheme</p>

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> <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>
2. Deliver on the proposals set out in the governments ASB	Street Briefs, TACT meetings in place to feedback on Tenant Satisfaction Survey.	2024/25 On-going.	Service Lead – Landlord Services /	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.

action plan in response to the feedback of the tenant satisfaction survey.	Task & Focus group in place to deliver against statutory duty. Complete Scrutiny exercises.		Corporate Head of Housing	<p>Introduced an IT module to capture and review ASB/feeling safe feedback achieved through satisfaction surveys/QR codes and citizen space surveys.</p> <p>Carried out community events/street meets following ASB incidents in hot spot areas.</p> <p>5 Hotspot locations for ASB-Resident meetings were set up, increased partnership patrols, installation of additional CCTV and used ASB tools and powers around enforcement.</p> <p>7 Street Meets</p> <p>4 Neighbourhood Forum meetings</p> <p>Attended Winchester University Campus as a 'pop up' stand and received 42 feeling of safety surveys. Feelings of Safety Surveys resulted in multi-agency partnership activity.</p> <p>Instigated detached youth work in the district of Winchester</p> <p>1 Dispersal Order issued</p> <p>The ASB action plan is currently on review considering new Government guidance.</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>Reviewing and preparing for the new regulatory requirements against resource implications.</p> <p>Renter's Rights Bills had first read through Parliament, 9 significant changes will require staff training. Awaiting announcement of new burdens funding. Awaab's Law is part of Renter's Right Bill requirements.</p>

				Review of HHSRS system awaiting further guidance.
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>Developed a cross-tenure Damp and Mould strategy to set out policy and landlord/tenant responsibilities. Consultation process to begin in Jan/Feb 2025.</p> <p>Implemented a best practice triage service in November 2024, for officers to manage and respond quickly to residents reports of damp and mould in their homes.</p> <p>Commissioned an external service review in December 2024 of Landlord Services damp and mould polices and processes.</p> <p>Implementation of action plan by March 2025 linked to recommendations in the damp and mould external review.</p>

<p>5. To have reviewed and updated the Fire Safety Policy and the Housing Fire Safety Strategy to keep tenants safe in their homes</p>	<p>Deliver the requirements of the Building Safety Act and the Fire Safety Act.</p> <p>Set up task & finish group to review fire safety policy to include any recommendations from external review and Grenfell enquiry</p>	<p>Annually.</p>	<p>Service Lead – Landlord Services</p>	<p>Compliance with new building safety statutory requirements.</p> <p>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.</p> <p>Fire Safety Management Group meetings scheduled with new management team in place to review and update the current Fire Strategy.</p> <p>Implementation of action plan by March 2025 linked to recommendations in the external compliance review for fire safety.</p>
<p>6. Achieve the Domestic Abuse Housing Alliance (DAHA) accreditation to improve the lives of those who are subject to domestic abuse.</p>	<p>Set up T&F groups to manage the delivery of the 8 standards.</p>	<p>2024</p>	<p>Service Lead – Corporate Head of Housing / Service Lead - Strategic Housing</p>	<p>Domestic Abuse Housing Alliance' Accreditation.</p> <p>At the DAHA final accreditation assessment stage.</p> <p>Extended the DAHA project lead role to June 2025 to enable the programme to become embedded as part of housing service delivery.</p> <p>15 officers across the council trained as DA ambassadors through DAHA project work.</p> <p>Co-location of officers from Hampton Trust and Stop Domestic Abuse- working one day a week out of the council's offices</p>

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>Registered Provider Forum launched with 2 partnership meetings held in 2024. Consultation opportunities include proposed allocation changes as part of the Hampshire Home choice Framework. A consistent landlord approach for tenant management moves.</p> <p>Promoting DAHA to encourage consistent and best practice for victims of domestic abuse.</p>
8. Deliver on the White Paper – ‘Charter for Social Housing Residents’ reforms and requirements of the Social Housing Regulation Act 2023.	<p>Conduct an annual tenant satisfaction survey to collect TSM submission data.</p> <p>Results inform business planning.</p>	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>Annual Tenant Satisfaction Survey carried out in November 2023. Results taken to Cabinet Committee: Housing February 2024 (CAB3429(H)).</p> <p>TSM survey carried out in November/December 2024. Report to go Cabinet Committee: Housing on 5 February 2025</p> <p>Overall tenant satisfaction levels slightly reduced in line with sector trends.</p>

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.