

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.	Through a mixed economy of supply, including council commissioned building, acquisition of S106 homes and off the shelf purchases of new and existing homes. 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	2028	Service Lead - New Homes	659 new affordable homes delivered that are of adequate size and design to meet both current and future needs of occupants. Delivered 332 new homes between start 2020 and end 2025. A further 5 units are under construction at Woodman Close in Sparsholt.

	<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	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 (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	Additional new affordable homes. Ongoing Local Plan support and engagement with Development Management colleagues. Influencing S106 agreements to ensure appropriate tenure and mix. Contributed to Local Plan policies.
5. Work on the Next Generation Winchester project - to explore and address barriers to buy a new home and privately rent.	Shared ownership - Make it more attractive / myth busting. Shared ownership – look at options to address limitations of shared ownership as an option for young people i.e. localised schemes and local connection. Review of approach to local connection. Build in flexibility to scheme of allocation. Develop Next Generation webpage as a resource with bite sized guides on the areas of interest.	2028 and on going	Service Lead - New Homes	Reduced barriers to buying a home and privately renting for young people. 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. 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.

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. 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. Rural Strategy section included within the refreshed Housing Development Strategy 2025-2032 which was adopted by Cabinet on 19 November 2025.
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 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. Refreshed Housing Development Strategy 2025-2032 adopted by Cabinet on 19 November 2025.
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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. Ongoing review of sustainability standards and products. Employer's Requirements update in 2025. Housing Development Strategy 2021-2030 update in 2025.

				<p>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>Swedish Cottages: Spend £980k including urgent weatherproofing £2.32 carried over</p> <p>SHF- Wave 3-</p> <p>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</p> <p>Average cost per property raised from £19k to £25k</p> <p>Window Programme</p> <p>Revised Budget £0.180m (24 properties)</p> <p>Winnall Options Appraisal</p> <p>Spend £0.09m</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.	Promote the HUG scheme to all eligible residents, working as part of a consortium with Portsmouth City Council.	2025	Service Lead - Strategic Housing	<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 05th May 25 and 24th 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>
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.	<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>	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.

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 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
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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. Project to start in 2025 in partnership with HCC and other Hampshire Authorities

	<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	The DFG Better care fund fully utilised to enable as many residents as possible to remain well in their own homes. New DFG policy adopted by Cabinet Committee Housing in November 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	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. Developed 59 Colebrook Street and Westgate place for the use of Temporary accommodation. Providing a total of 12 bedspaces Implemented an in-house 'housing first' programme which will provide up to 7 units of accommodation with intensive support

	provision to inform future planning and funding needs.			<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>
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>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>

<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>	<p>2024</p> <p>Ongoing</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 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>	<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 R 1 & 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 - 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> <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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				<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 CARD0, 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 CARD0. 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 & 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	<p>Service Lead - Strategic Housing</p> <p>Service Lead – Landlord Services</p>	<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	<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>	Annually.	Service Lead – Landlord Services	<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>
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	<p>Domestic Abuse Housing Alliance' Accreditation.</p> <p>Achieved the DAHA accreditation .</p>

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>2 Registered Providers Forum in 2025</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>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 & Highcliffe, Kingsworthy and Bishops Waltham responding directly to the Listening to views TSM measure. Actions and outcomes are published from these engagement</p>

			<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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				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.
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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.