

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

2 FEBRUARY 2026

REPORT OF CABINET MEMBER: Cllr Mark Reach

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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