



Winchester
City Council

Tenant Partnership Team

Tenant Partnership and Influence Plan

2025-2030

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

Section 1: Executive Summary – At a Glance

Why This Plan Matters

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

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

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

- How money is spent
- How services are designed

- How decisions are made
- How we learn and improve

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

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

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

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

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

Our Vision

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

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

This is our shared promise to each other.

Our Commitments – Tenant Partnership Charter

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

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

Ways You Can Get Involved

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

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

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

Being Open, Fair and Transparent

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

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

How We Know we are Making a Difference

We measure success by both data and lived experience.

We use:

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

Results are:

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

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

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

Contact Us

Tenant Partnership Team

- tenantpartnership@winchester.gov.uk
- www.winchester.gov.uk/tenantpartnership

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

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

Introduction

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

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



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

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

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

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

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

This Plan explains clearly:

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

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

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

What Co-Production Means in Practice

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

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

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

In practice, this means:

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

We will:

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

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

Levels of Tenant Influence

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

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

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

The Role of the Tenant Partnership Team

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

The team works with:

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

The Team:

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

The Tenant Partnership Team will always:

- Listen carefully and respectfully, and take action where possible
- Make involvement welcoming, safe and accessible
- Offer different ways to get involved, depending on time, confidence and interest
- Clearly show the difference your feedback makes
- Champion tenant voice across the whole service, including at senior levels

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

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

It is based on the values of:

- Respect
- Openness
- Fairness
- Accountability
- Continuous learning

The Tenant Partnership Charter

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

i. Listening with Respect

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

ii. Timely and Reliable

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

iii. Clear and Accessible

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

iv. Inclusive and Fair

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

v. Working Together

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

vi. Open and Honest

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

vii. Accountable and Learning

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

Our Shared Responsibility

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

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

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

Engagement Opportunities

Providing meaningful ways for every tenant to get involved

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

Armchair Reviewers

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

Housing Improvement Workshops

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

Policy Co-Production Groups

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

Readers Panel

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

Scrutiny Panels

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

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

Surveys, Focus Groups, and Community Engagement

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

Tenants and Council Together (TACT) Board

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

Inclusion and Accessibility

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

We will:

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

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

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

Transparency

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

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

- Regularly report to tenants and the TACT Board on progress and performance

Section 3 – Putting Partnership into Practice

Case Study: Shaping Change Together

Member of the Policy Co-Creation Group

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

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

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

Monitoring and Impact

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

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

Representation – Who is Involved

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

Participation – How People Are Involved

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

Influence – What Changes as a Result



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

Feedback – Knowing the Impact

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

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

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

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Communication

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

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

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

Training and Culture

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

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

Tenant Partnership Commitment

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

We are committed to:

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

Continuous Improvement

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

Annex A: Related Policies and Procedures

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

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

Statutory and Regulatory Framework

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

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

Winchester City Council Housing Policies

- **Equality, Diversity and Inclusion (EDI) Policy:** Sets out the Council's approach to ensuring fairness, inclusion and accessibility in all services.
- **Data Protection Policy:** Ensures personal information shared through surveys, panels or events is handled securely and lawfully.
- **Digital Engagement and social media Policy:** Describes how digital channels and social media are used safely and inclusively to engage tenants and share information.
- **Health and Safety Policy:** Outlines how engagement activities are planned and delivered safely.
- **Housing Complaints Policy (2025):** Explains how to raise, escalate and resolve complaints, including how lessons learned are shared through tenant reports and TACT.

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

Supporting Housing Procedures

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

How this Plan connects:

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

Winchester City Council Complaints Policy

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

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

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

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

Contact us

Tenant Partnership Team

Email: tenantpartnership@winchester.gov.uk

Web: Tenant Partnership - Winchester City Council