

In attendance: Lin Mellish, Mike Sagar, Karen Alexander, Nick Derbyshire, Matthew Hamilton, Chantelle Lindo Davies, Cllr Westwood, Cllr Horrill, Simon Hendley, Yvonne Anderson (YA), Sarah Hobbs (SH), Gillian Knight (GK), Paul Woodham (PW), Abimbola Olaniyan

Apologies: n/a

Agenda Item	Discussion Summary/ Notes	Actions	Person Responsible	Deadline
Feedback from Housing Improvement Workshops by TACT board members	<p>All documents for this meeting were provided in advance attendees confirmed they received them.</p> <p>TACT members updated on their attendance at the Housing Improvement workshop commenting positively on both the diverse attendance as well as the engaging facilitation style to encourage participation.</p> <p>The link to Actions/Outcomes of the HIW is accessible via <a href="#">Housing Improvement Workshops Actions &amp; Outcomes</a></p>			
Landlord Services Annual Performance report 2024/5	<p>The Board received a presentation updating them on annual key performance indicators (KPIs) for the landlord service for the year 2024/25.</p> <p>The report covered key customer service areas in relation to: call handling and complaints; responsive repairs; safety and quality compliance; damp and mould; arrears recovery; empty homes turnaround; ASB.</p> <p>For each aspect of the service, the report identified aspects of good performance and also set out those areas where improvement is needed.</p> <p>The report was welcomed by the Board and members provided feedback in respect of all areas of performance, acknowledging what was going well but also offering challenge about those areas where performance and/ or the customer experience needs to improve which was accepted by the landlord services team.</p>	<p>1- Performance is a standing agenda item for TACT meetings with the expectation that future reports evidence improving trends in relation to both KPIs and customer satisfaction.</p>	YA (Housing Landlord Lead)	

Landlord Service Proposed Annual Performance Targets 2025/6	<p>The Board received a presentation on proposed key performance targets for the landlord service for the forthcoming year, 2025/26 for:</p> <ul style="list-style-type: none"> <li>- Responsive Repairs</li> <li>- Compliance (Safety and Quality)</li> <li>- Damp and mould case management.</li> <li>- Call handling</li> <li>- Complaints management</li> <li>- ASB case management</li> <li>- Empty home re-let times.</li> <li>- Income (arrears) Recovery</li> <li>- Customer satisfaction with services</li> </ul> <p>The report provided suggested performance targets, supported by comparative sector benchmarking data where available, and the Board was invited to feedback and challenge on the suggested targets.</p> <p>From the discussion, the Board acknowledged those aspects of good performance against targets, accepted some targets and proposed more challenging targets for some areas, which were agreed.</p> <p>The Board confirmed the expectation that there must be clear focus on safety, tenant satisfaction, and operational excellence.</p> <p>The Board will monitor progress closely and expects quarterly updates on performance against these targets.</p> <p>Conclusion: The Board commends the Housing Services team for setting ambitious and sector-leading targets for 2025/26. These reflect a clear focus on safety, tenant satisfaction, and operational excellence. The Board will monitor progress closely and expects quarterly updates on performance against these targets.</p> <p>The agreed targets are shown at appendix 1.</p>	2- Performance targets to be adjusted to reflect the feedback from the Board and to be incorporated into the KPI performance reporting for 2025/26 for review by TACT on a quarterly basis.	YA (Housing Landlord Lead)	

Landlord Service-Delivery Plan Update	<p>The Board received an update on key activities in the Landlord Service delivery plan for 2025/26, to modernise the service to enable both improved customer experience and service delivery.</p> <p>Three key improvement areas were discussed:</p> <p>a) Revised Repairs and Maintenance contract procurement strategy is underway due to the impact of Local Government Reorganisation and the lack of sufficient data currently to support a market approach. A report is scheduled for Cabinet in May setting this out and volunteers were sought from the Board to support the procurement work to ensure customer voice in the procurement decision-making process.</p> <p>b) Customer Experience/ Customer Journey Mapping The board was advised of the Tenancy Services review undertaken, which identified opportunities to improve the customer experience to enable the delivery of the SHINES service vision (<b>S</b>afe <b>H</b>omes, <b>I</b>nclusive <b>N</b>eighbourhoods, <b>S</b>ustainable <b>H</b>omes)</p> <p>The services review identified several improvement opportunities to improve the customer journey:</p> <ul style="list-style-type: none"> <li>- Establishing a single point of contact (Housing Officer) for each patch</li> <li>- Addressing frequent service failures across the landlord service</li> <li>- Enhancing team resilience</li> <li>- Investing in system improvements</li> </ul> <p>c) IT system development. The update set out a proactive approach to modernising service delivery and enhancing the customer experience through a phased IT delivery plan to enable system upgrades, (including a database of housing stock condition and attributes), and procurement with these key milestones:</p> <ul style="list-style-type: none"> <li>- Q1–Q2 2025/26: Market research and business case preparation</li> </ul>	<p>3. Two Board members volunteered to support the Repairs &amp; Maintenance procurement work- Matt Hamilton &amp; Mike Sagar.</p> <p>4. The Board requested continued involvement and oversight as the Service Delivery plan progresses.</p>	<p>GK/ PW/ YA Housing Team</p> <p>YA (Housing Landlord Lead) PW (interim) SH (Policy &amp; Projects Manager)</p>	Ongoing
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	<ul style="list-style-type: none"> <li>- Q3 2025/26: System procurement and project team mobilisation</li> <li>- Q4 2025/26 – Q2 2026/27: Implementation phase (18–20 months)</li> </ul> <p>Feedback: The Board welcomed the update on the revised approach to the <b>Repairs and Maintenance Contract Procurement</b> and the participation of TACT Board member in this process to ensure tenant perspectives are embedded in decision making.</p> <p>The Board strongly supports the findings of the Tenancy Service review and the importance of housing staff being accountable to customers, to ensure service delivery consistency with good systems support, as this is well-aligned with tenant expectations. The Board acknowledges the planned investment in <b>IT systems</b> and the project timeline and recommends regular progress updates. Emphasis should be placed on user engagement and change management to ensure successful adoption.</p>			
Planned maintenance & Major Repairs programme.	<p>The Board received a presentation on the on the Planned Maintenance and Retrofit Programmes for 2025/26 onwards.</p> <p>The presentation outlined a combined investment of over £19 million across 1,100+ homes, with a strong focus on improving energy efficiency, safety, and living standards.</p> <p>The Planned Maintenance &amp; Major Works details total Investment of £6.2 million across 20 schemes and 269 homes within key workstreams which are:</p> <ul style="list-style-type: none"> <li>- General external works: £2.39 million</li> <li>- Fire remediation: £1.475 million.</li> <li>- Kitchen refurbishments: £1.193 million</li> <li>- Re-roofing: £277,000</li> <li>- Window/door replacements: £900,000</li> </ul> <p>The Retrofit Programme details total Investment of over £13 million across 900+ homes with key initiatives being:</p> <ul style="list-style-type: none"> <li>- Warm Homes Fund (Wave 3): £3.2 million to upgrade 672 homes from EPC D to C.</li> </ul>	5. The Board recommended having a communications plan in place to inform customers about planned works (newsletters, ward teams etc) supported by robust resident engagement and post-retrofit evaluation to ensure	YA/SH/ Housing Leads	

	<ul style="list-style-type: none"> <li>- High Rise Blocks: £7 million for 109 homes.</li> <li>- Swedish Cottages Programme: £2.5 million for 26 homes across 4 locations.</li> <li>- Conservation Area Windows: £300k for 33 homes in St Barnabas/St Bartholomew.</li> <li>- Pilot Retrofit for Flats: Locations and costs of which are to be confirmed.</li> <li>-</li> </ul> <p>Feedback: The Board welcomes the clear breakdown of planned investment and the geographic spread of works. The focus on fire safety and kitchen upgrades is particularly valued. Continued communication with residents during works is encouraged to minimise disruption.</p> <p>The Board strongly supports the retrofit strategy, particularly the targeted approach to EPC D-rated homes with the use of external funding and pilot schemes is welcomed.</p>	<p>effectiveness and satisfaction.</p> <p>6. The Board requested regular updates on delivery progress, resident feedback, and outcomes.</p>		
Tenant Engagement Plan	<p>The Board received a presentation on the proposed 2025/26 Tenant Engagement Plan, outlining a comprehensive and structured approach to strengthening tenant voice and participation. The plan is aligned to the Tenant Satisfaction Measures (TSM) and takes account of Housing Improvement Workshop (HIW) feedback, and includes a mix of recurring, quarterly, and ad-hoc engagement activities as detailed below:</p> <p>Ongoing Engagement Activities:</p> <p><b>Monthly and ad-hoc events include:</b></p> <ul style="list-style-type: none"> <li>- Wellbeing activities in sheltered housing (e.g. flu clinics, BBQs, handyman services)</li> <li>- Community hubs in Alresford, Winnall, Stanmore, and Wickham</li> <li>- Digital drop-ins at sheltered schemes and WCC offices</li> </ul> <p>It was noted by the Board that these activities are well-targeted and inclusive with members encouraging continued focus on accessibility and outreach to underrepresented groups.</p> <p><b>Quarterly and Strategic Engagement</b></p> <ul style="list-style-type: none"> <li>- Regular TACT Board meetings and Housing Improvement Workshops (HIWs)</li> <li>- Use of TACT, TARA, and HIW groups to shape engagement strategy</li> </ul>	<p>7. Action Plan for the Stanmore event should be clearly stated.</p> <p>8. Communication strategy should be developed to support this.</p> <p>9. Tactical steps to ensure the achievement of the plan should be developed.</p>	<p>SH</p> <p>SH</p> <p>SH</p>	<p>Ongoing</p> <p>Ongoing</p>

	<ul style="list-style-type: none"> <li>- Quarter 1 engagement highlights include: Launch of the Housing Engagement Strategy Tenant conference and follow-up Focus groups on solar panels, complaints, and fire safety. Policy evaluation digital survey Stanmore action days and repairs forums</li> </ul> <p>The Board supported the structured quarterly approach and recommends capturing feedback from each session to inform future planning. It also welcomed the inclusion of digital and in-person formats to provide a menu of involvement opportunities and observed that clear communication and follow-up will be key to maintaining customer engagement momentum.</p> <p><b>Year-Round Engagement Timeline</b> Activities mapped through to March 2026 include:</p> <ul style="list-style-type: none"> <li>- TSM survey and communications</li> <li>- Policy co-production and evaluation</li> <li>- Resident consultations (e.g. sewage, website, repairs)</li> <li>- Draft strategy presentation and impact celebration</li> </ul> <p>The Board welcomed the long-term visibility of the plan with the integration of feedback loops (e.g. “You said, we did”) being essential for building trust and transparency.</p>			
Closing & feedback	<ul style="list-style-type: none"> <li>- More time is needed to achieve listed plans</li> <li>- The agenda was too packed</li> <li>- Presentation appeared better &amp; more high level than previously</li> <li>- The council is taking more proactive approach in delivering value to its customers</li> <li>- Content of meeting is improving every year</li> <li>- Very good discussion</li> <li>- TACT role in Housing Improvement Workshop should be better defined</li> </ul>			

# Landlord Services

# Performance targets 2025/26

## Appendix 1 to TACT meeting minutes

29<sup>th</sup> April 2025



**Our vision is to deliver the best landlord service to you by ensuring we provide:**

**Safe**

**Homes**

**Inclusive**

**Neighbourhoods**

**Environmental**

**Sustainability**



# Performance targets- Responsive repairs

Performance measure	Target
% of homes with valid gas safety certificate	100%
% of domestic properties with valid EICR certificate	100%
% of communal blocks with legionella checks	100%
% of emergency jobs completed within target	100%
% of responsive repairs completed within target	93.2%
% of repairs right first time- main contractor	85%
Damp and mould reports inspected in 14 days	100%
Damp and mould reports followed up in 6 weeks	100%
Satisfaction with repairs (TSM)	93.2%



# Performance targets- call handling

Performance measure	Target
Average call wait time -Repairs Hub	3 mins 30 secs
Average call wait time -Customer Support	2 mins
Abandoned calls- Repairs Hub & Customer Support	10%
Quality of call handling-Repairs Hub & Customer Support	90%



# Performance targets- complaints handling



Performance measure	Target
Formal Stage 1 & 2 complaints received (per 1,000 homes)	3
% of Stage 1 complaints resolved within timescale	90%
% of Stage 2 complaints resolved within timescale	100%

# Performance targets- managing our homes and supporting our customers

Performance measure	Target
Empty homes average re-let time (calendar days)	18 days
Current tenant arrears	1.5 %
New anti-social behaviour cases reported (per 1,000 homes)	2.78
Satisfaction with approach to handling anti-social behaviour	57%
Housing customers registered to use the 'My Winchester tenancy' on line portal	75%
Satisfaction with the service their landlord provides (TSM)	82%



# How can we help?

If you have any queries or questions about your council home or tenancy, or about the landlord service please contact us via:

[housing@winchester.gov.uk](mailto:housing@winchester.gov.uk)

or call us on 01962 848 400

