

Housing Annual Report

We launched our exciting new **SHINES** in 2023 - 24, so you know what to expect from us! Covering six key themes, the Customer Commitment has been shaped by our Housing staff.

SHINES sets out the 6 key principles of our service:

- Safe
- Homes
- Inclusive
- Neighborhoods
- Environmentally
- Sustainable

It's all about ensuring your homes meet our high standards - we want to ensure your homes are safe, that you enjoy where you live, and that we're helping you save money through ongoing improvements to your homes. SHINES is our promise to you to make sure your homes, and our services are the best they can be.



My Winchester Tenancy

Sign up for My Winchester Tenancy, you can easily make payments, check your balance, Scan the QR code to sign up.



Welcome

from **Simon Hendey** Housing Strategic Director and
Cllr Mark Reach Cabinet Member for Good Homes

Despite the progress made in 2024/25 the year was challenging for the housing service. You will remember that I wrote to you in April 2025 about the regulatory judgement the service received from the social housing regulator about the safety and quality of your homes and transparency, influence and accountability. We reassured you that the judgment should not worry you and we are already making really good progress in achieving the requirements to improvement in this year.

There are a number of highlights from 2024/25 that we are proud of achieving the requires improvements. We continue to let homes quickly to make sure they are available to people in housing need whilst minimising rent loss. We know how important it is for us to deal with anti-social behaviour, and we have reviewed our approach and resolved nearly 500 cases in the year. We received gold accreditation for our approach to handling domestic violence. The way in which we support vulnerable households are diverse from providing special homes for older people to helping people keep their home through targeted support. Our tenancy sustainment team helped people maximise their income by over £1 million in 2024/25 and we work hard to help people pay their rent and achieved some of the best performance in the country. We make sure housing goes to those who need it, and we have taken action against fraudsters who have let their council home to other people for their own personal gain.

In 2024/25 we upped our work with customers of our services who want to help us develop and improve the services we offer. We have organised many tenant activities, surveys and workshops to ensure that the services we provide to you are what you both expect and want.

We know from surveys the quality and timeliness of the repairs service we offer is important to you. We spent over £9 million last year delivering over 14,000 repairs. We spent over £9 million on improvements to people's homes and retrofitted 265 homes to make them greener and cheaper to run. We will up the retrofit work in 2025/26 to offer solar panels and batteries so that more homes are cheaper to run by creating their own electricity.

The new TACT board of tenants, independent experts and Councillors holds the service to account on the services we offer. We are always grateful for the time that our tenants give to help us provide the best possible services either by attending meetings or telling us what they think in surveys.

I hope you can see that the housing service made good progress last year. We are looking forward to listening to your views to help us develop the best service for you.



Simon Hendey
Housing Strategic Director



Cllr Mark Reach
Cabinet Member for Good Homes



Response from two Tenant and Council Together (TACT) board Members

Karen Alexander:

I have enjoyed networking with other tenants and housing staff from around the country at the London and local tenant days. The different workshops were of interest to me and it was useful to see how other social housing authorities run things. I met a lot of interesting people. Some who I meet each time.

I feel I have been a positive voice for Winchester City Council tenants, I have actively questioned data, policies, listened to tenants at the housing improvement workshops. And took this to the board meetings. I want everyone's voice to be heard and I especially stand up for those who might not otherwise be able to or know how. I suggest improvements and will keep doing so.

I am proud of my honesty and integrity which I feel is an important attribute to this position as a tenant board member. I have learnt so much from working alongside other people especially other tenant groups.

I am looking forward to attending more local tenant workshops in the coming years. Learning new skills and using existing ones to help better the tenant experience. To keep questioning everything and being an active member of the newly formed TACT board.

Lin Mellish:

'As a tenant I have the lived experience, I know the area where I live, I see what is good and what isn't working as it should. We, the tenants and leaseholders, should have the opportunity to have a say and to have influence in the policy making process. After all these policies relate to our homes, our safety, our community - and they are paid for out of our rents.

By having a place on the TACT Board, I can ask questions and offer perspective from a tenant viewpoint. This year has been particularly busy for our housing service with the introduction of Awaab's Law, upgraded safety legislation and the regulatory judgement and there has been some interesting debate.

By having tenants on the TACT Board transparency is assured and having the opportunity to be involved in shaping services is my motivation for involvement. If you aren't already involved why not start by coming along to one of the quarterly Housing Improvement Workshops (HIW), then you can find out what it is all about.'

For more information about TACT visit www.winchester.go.uk/tact

Tenancy & lettings



This year we've worked with you to make sure **homes are safe, neighbourhoods are welcoming, and everyone feels supported**. Here's how we've made a difference.

Lettings

- We know demand for homes is high and this year we met our targets for letting empty homes.
- The time it takes to re-let an empty home was reduced from 23 days to **18 days** – meaning quicker moves for new tenants.

Supporting Survivors of Domestic Abuse (DA)

We're proud to have achieved Gold Accreditation from the Domestic Abuse Housing Alliance (DAHA).

This means:

- We've embedded DAHA principles across our housing services.
- Staff are trained to spot and respond to abuse.
- Survivors get consistent and tailored support.
- We work closely with local partners to keep people safe.

Working With You

- Tenants have helped shape services through our Housing Improvement Workshops (HIW)
- Together we supported ASB Awareness Week, showing we won't tolerate anti-social behaviour (ASB).
- More tenants told us they are satisfied with how we handle ASB issues.

Tackling Anti-Social Behaviour (ASB)

- We reviewed our ASB service with tenants and partners and made changes based on feedback:
- A new specialist ASB Officer now leads this work.
- We're now focusing on better communication, improved management and quicker resolutions.

Tenant Satisfaction Measures (TSMs) **55%** are satisfied with our approach to handling anti-social behaviour (ASB)

ASB service outcomes

for 2024/25

491 cases reported

471 cases resolved

24 referrals to assessment/mediation

21 referrals for victim support

10 tenants moved for safety



Agreements and enforcement used where needed (e.g. acceptable behaviour contracts, formal warnings, and in a few serious cases, court action).

Looking forward to 2025/26

We'll continue to focus on what matters most:

- Offering more digital options for lettings, exchanges, and tenancy services while keeping non-digital support in place.
- Embedding DAHA principles in everything we do.
- Updating tenancy and ASB policies to be clearer and more tenant friendly.
- Expanding mediation services to resolve problems before they escalate.



Case Study

A new family reported noise from their neighbour. They were worried about approaching them, but through early support and a referral to mediation, both neighbours agreed to talk. They discovered most issues were misunderstandings and worked out agreements on noise and pets. Now they're on good terms—proof that early action and mediation can change disputes into neighbourly support.



Sheltered and Extra Care

Our sheltered and Extra Care housing schemes continue to play a **vital role in supporting older residents** to live independently in safe, comfortable, and community-focused environments.



Live Longer Better: Sheltered Housing Activities

Across 420 sheltered flats in 12 schemes, residents or tenants were invited to share their views on activities to support mental and physical wellbeing, with **90** tenants responding to the survey.

As a result, through the Live Longer Better programme (funded by Hampshire County Council), tenants co-designed a programme of 12-week subsidised courses in:

- Steady and Strong Dance
- Qi Gong
- Move Momentum.

These courses began in three schemes, helping residents improve mobility, build confidence, and connect socially. For more information visit www.winchester.gov.uk/sport/live-longer-better



Re tendered Alarm maintenance contract “Sentinel”

By 2027, the analogue network will be replaced with full fibre.

We began upgrading lifeline emergency alarms in 2024/25 to ensure compatibility with digital switch over. This includes working with our Property Services Team to link smoke detection systems to the alarm monitoring centre for fire compliance.

Handyman – We arranged for the CARDO Handyman Service to visit residents across our Sheltered Housing schemes in March! They undertook a variety of small jobs. We know that little household tasks can sometimes feel like big challenges, this service makes a difference.



Performance

In 2024/25, the Sheltered Housing team made **3,194** wellbeing calls or visits to support vulnerable residents. These included:

- Welfare checks
- Helping with post
- Appointment support
- Advice on property issues
- Responding to welfare concerns
- Referrals to other agencies
- Support with neighbour disputes

Additional activities included:

- **630** pull cord checks – ensuring emergency alarms work and identifying support needs
- **61** new tenant visits – helping residents settle in and understand safety procedures
- **83** referrals – to services such as Fire Safety, Adult Services, and Extra Care
- **465** tenancy sustainment actions – including income maximisation and multi-agency liaison

Tenancy sustainment case study

A recently separated resident needed significant support to settle into a sheltered scheme. With all finances previously managed by his wife, staff helped him set up bank

accounts, arrange direct debits, and source furniture. Due to limited English, translation services were used. Thanks to close collaboration between the Sheltered Housing Officer and Tenancy Sustainment team, he is now settled in and enjoying his new home.

Looking forward to 2025/26

- Continued working towards the digital switch over
- Re tender the alarm monitoring centre
- Help residents with tenant led activities to promote independence
- Continue with the ‘Live Longer Better’ programme

Wellbeing Case Study

A sheltered tenant who lives with autism and severe anxiety receives regular wellbeing calls and visits to help manage daily life and cope with unexpected changes.



Income

Our focus has been on **early intervention, personalised support,** and **collaborative working** to help tenants sustain their tenancies and manage financial pressures.

Achievements for 2024/25

How we are tackling Tenancy Fraud

We've been working hard to tackle tenancy fraud, and, with your help, we've already recovered one property and are preparing several more cases for court. We've also successfully blocked multiple fraudulent Right to Buy applications, ensuring these homes remain available for families in housing need.

Head over to the Tenancy Fraud web page to discover the signs of tenancy fraud and find out how you can help report it. www.winchester.gov.uk/housing/council-housing-tenants/reporting-tenancy-fraud

Performance

Winchester City Council's Rents Team is proud to be one of the best performing in the country, with arrears at the end of 2024/25 at just **1.15%**

Our priority is helping tenants sustain their homes, but in three cases this year eviction was unavoidable due to non-payment. We work hard to prevent tenancy loss by offering support as eviction is always the option of last resort.

How we can help:

- Check you're receiving all benefits you're entitled to.
- Look at ways to help you manage income, outgoings, debts, and arrears.



One customer we helped said...

'Thank you, Catherine, for today's very thorough and helpful meeting and it was the best ever I have received from WCC either on the phone or in person in Winchester'.

Your prompt email was welcomed. I am relieved that payments and D/D have now been sorted.

- Assist with a budget plan to understand your finances which can help you negotiate repayments with your creditors.
- Advise on the best options to resolve debt problems.
- We can refer to the Citizen Advice Bureau (CAB) service at the city offices that we part fund.

For more information on paying your rent and the support available, visit www.winchester.gov.uk/housing/council-housing-tenants/paying-your-rent

Looking forward to 2025/26

You said...we listened

Following feedback from residents, we have introduced any day Direct Debits. There were only three dates available, but this does not fit in with how so many of you receive your pay or benefits. You will be able to pick any day of the month to make your DD payment.

We supported a tenant moving to a larger home with her children, one of whom had special educational needs. Our tenant said 'she struggled with paperwork and asked for help in applying for benefit's. We managed to help her increase her income through benefits by £33k a year by helping her claim all the benefits she was entitled to'

Tenancy Sustainment

This year, we have strengthened our **approach** through early intervention, multi-agency collaboration, and increased access to financial and emotional support.



Domestic Abuse Outreach Referrals

There has been a particular increase in the number of residents referred to domestic violence outreach services by us, a **45%** increase over 2023/24. The team continues to support our DAHA process alongside our DA Policy.

Supporting Tenants with Energy Costs

We signed up to provide HACT vouchers to tenants in financial hardship who buy their gas and electricity via a top up meter. We have helped support **47** households to the value of **£12,634.31**

Increased Demand for Hoarding Support

Our Hoarding support service continues to be in demand. The scheme supported **16** tenants to improve their properties for good- a **45%** increase from last year.

Updated Deep Clean Policy

Since introducing our revised deep clean policy in January 2024, we've supported tenants facing multiple challenges to sustain their tenancies through targeted cleaning interventions.



Financial Inclusion Success

Our tenant was referred to our Financial Inclusion Officer after his housing benefit stopped due to missing information. Without internet or a phone, he had also not claimed his state pension. With support, he received a backdated pension of **£5,673** and weekly payments of **£183**.

His housing benefit was reinstated with a **£526** back payment. He was also helped to manage debts, set up direct debits, and to buy a mobile phone.

Looking forward to 2025/26

- Re-introduce early financial assessments for new tenants to provide initial welfare benefits and financial guidance to support successful move in and tenancy sustainment.
- A more targeted approach to offer support to those moving from Employment Support Allowance (ESA) to Universal Credit.
- Work to support tenants under the age of 25 to return to education or enter employment.

Performance

Total income maximised for 24/25

£1,005,274.79

- **682** residents supported
- **500** referrals to external agencies for support
- **43%** of all new tenants received support from a Tenancy Sustainment Officer or Financial Inclusion Officer
- **87%** of tenants experienced improved health / wellbeing
- **100%** positive feedback from tenants surveyed about the service they received
- **26** residents were supported with damp and mould issues



Supporting Recovery and Financial Stability

A tenant was referred due to rent arrears while on sick leave from work, linked to addiction issues. With support, he accessed a residential detox programme and Breathing Space to pause debt recovery. After completing treatment, he successfully applied for a Debt Relief Order for over **£13,000** and began receiving Universal Credit. He's now substance free, planning to re-train so he can move towards full time work with improved health and finances.

The Tenancy Sustainment Team has launched a new leaflet, now available to all Winchester district residents and partner agencies.



For information visit www.winchester.gov.uk/sport/live-longer-better

Tenant Partnership

Over the past year, we have **strengthened our commitment** to co-production, ensuring that tenants have **meaningful opportunities** to influence decisions, policies, and service improvements.

Through focus groups, forums, and targeted engagement, we've built stronger relationships and created platforms for open dialogue, accountability, and shared learning.

Tenant Partnership Achievements 2024/25 – At a Glance - 79 activities delivered, reaching 1,815 tenants

Equality, Diversity & Inclusion Snapshot

- Community Hubs: **39%** aged 60+, **64%** women, **18%** LGBTQ+, **14%** minoritised ethnic, **36%** with disability.
- Digital Drop-Ins: **97%** aged 60+, **74%** women.
- Repairs Re-design: **52%** aged 60+, strong rural and Stanmore representation.
- Housing Revenue Account (HRA) Consultation: Even gender split; nearly half with disability or long-term condition.

Community Support

- Access All Areas (Stanmore) over **500** attendees at a vibrant community fun day.
- **342** food support parcels distributed, supporting **371** vulnerable tenants via hubs and direct delivery.

Engagement & Activities

- **23** Community Hubs **28** attendees.
- **22** Digital Drop-Ins **31** attendees. Providing hands-on IT support to boost digital confidence and access to council services.

Consultation & Feedback

- Repairs Re-design: **823** survey responses **17** workshop attendees.
- HRA Budget Consultation: **13** responses.
- Sheltered Housing Survey: **90** responses which led to new wellbeing activities.





Case study

“The most important thing I had to offer was my lived experience as a council tenant. Hearing what other people have to say gives me a broader perspective rather than just relying on my own experiences.”



Looking forward to 2025/26

- Tenant Awards Ceremony.
- Training: Southcoast and bespoke learning for TACT & Housing Improvement Workshops (HIW).
- Surveys: Improved scheduling, digital-first approach, continued TSMs.
- Tenant Groups: HIWs, Policy Co-Creation, Armchair Reviewers, Scrutiny, Equality, Diversity and Inclusion focused Tenant Voice.
- Events & Engagement: Access All Areas, new Action Groups, and Love Stanmore.
- Digital Inclusion: 110 devices, 5 Drop-In sites, online HIW launch.

Tenant case study

A tenant explained how HIWs gave them confidence and up-to-date knowledge about support available to tenants, which they have already recommended to others as a positive and worthwhile experience.



Highlights

Launch of the **new TACT Board**:
Replacing the Forum, 6 members influencing repairs, complaints, satisfaction measures, and budget decisions.

Housing Improvement Workshops (HIWs):
10 workshops across 3 themed rounds, shaped by tenant feedback and aligned with the Regulator for Social Housing Consumer Standards.

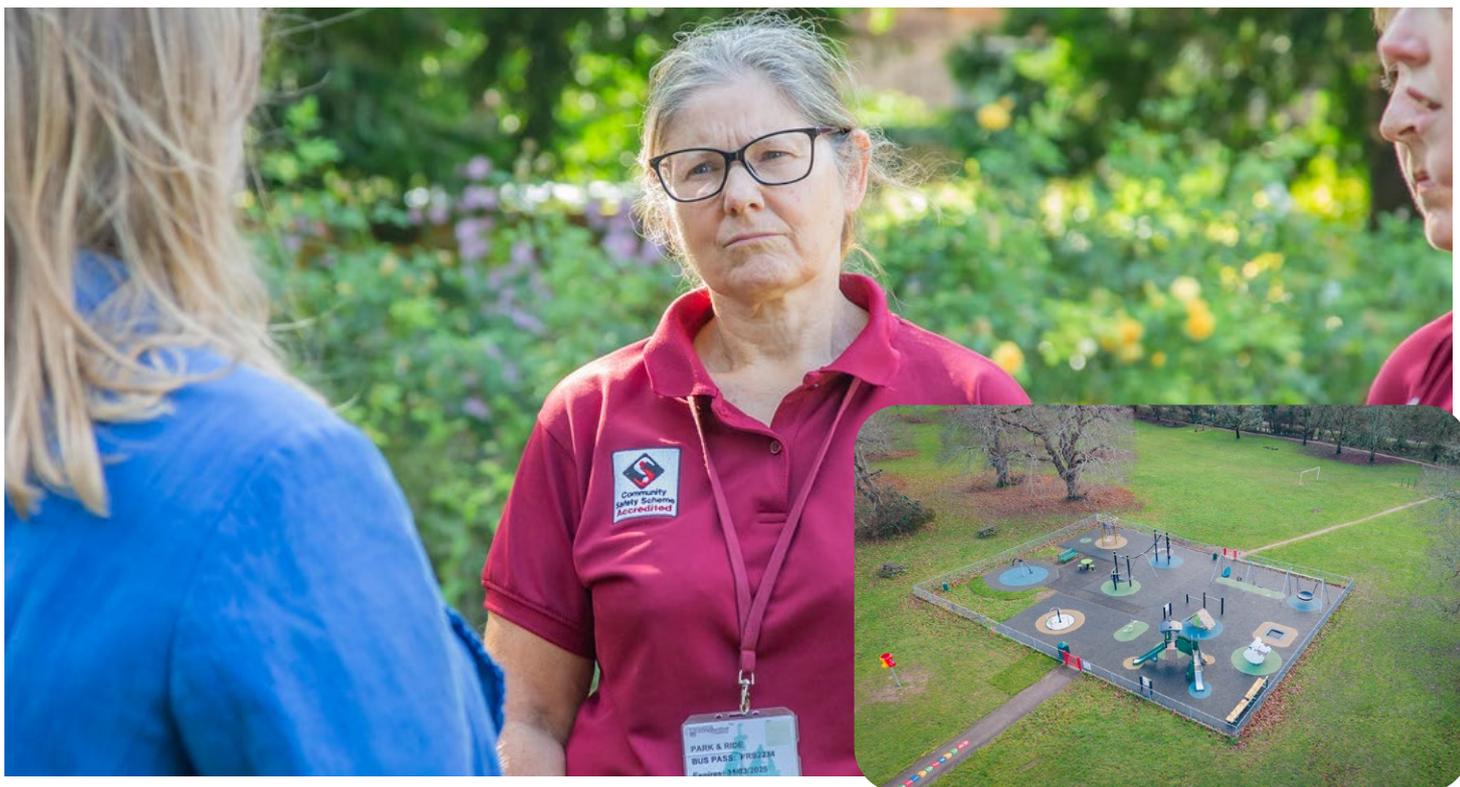
Sheltered Housing wellbeing boost: Insights from **90** survey responses led to new activities promoting physical and mental health.

Get Involved

There are more ways than ever to shape housing services in Winchester. Join a workshop, take part in a survey, attend an event, or review policies online — your voice matters.

For more information on how you can get involved visit the website www.winchester.gov.uk/housing/get-involved-tenant-partnership

Neighbourhood Services and Community Safety



Our Neighbourhood Services and Community Safety team are at the heart of creating **safe, welcoming, and well-maintained** communities where residents feel proud to live.

Street and block briefs

The Community Safety Team work in partnership with the Housing Team to tackle anti-social behaviour. The teams join up to organise street briefs at locations around the district so look out for the social media posts to find out when we will be in your local community next, where you can find out about the work we are doing to tackle crime and anti-social behaviour where you live.

During 2024/2025 these included:

- **1** Street meet held in response to an increase in concern around ASB in the area.
- **3** Residents meetings – where residents were updated by members of the Community Safety Partnership on action that was being taken to address ASB in the area.
- **1** Pop up at University of Winchester during Freshers Fortnight working with students to find how safe they feel in Winchester.

Did you know there are Stalking Support and Advocacy services in Hampshire & the Isle of Wight?

Stalking is a pattern of obsessive, unwanted and repetitive behaviour that causes fear or distress. It can be online or offline and is considered a serious crime, even non-threatening behaviour that makes you feel scared or distressed can still be stalking. Visit <https://stopdomesticabuse.uk/stalkingsupport> for more information.

Violence Against Women and Girls

Winchester City Council are committed to tackling Violence Against Women and Girls. Have a look at our strategic plan.

Anti-social behaviour

How to report anti-social behaviour - If you are experiencing anti-social behaviour within the community, public space or from a private resident you can report this to Community Safety Team and/or Hampshire and Isle of Wight Police. You can contact us: Online at www.winchester.gov.uk/report or using the Winchester City Council App.

Performance

3 Acceptable Behaviour Contract

10 Community Protection Warning

Did you know?

The council's Community Safety Team deal with all non-tenant related issues and work in partnership with all other local housing providers and Registered Social Landlords to respond to reports of Anti-Social Behaviour.



TSM

60%

of tenants said we make a positive contribution to tenants' local neighbourhood

Looking forward to 2025/26

- New ASB post – New Anti-social behaviour Patrol Officer, started in the Autumn 2025 to lead on non-tenant related anti-social behaviour.
- Winchester Community Safety Partnership undertook their annual audit of crime and disorder.

Some of the partnership priorities identified:

- High Harm Crime.
- Tackling serious violence in all its forms.
- Reducing the incident of drug and alcohol related offending.
- Raising awareness of domestic abuse and and violence referral pathways to increase support for those experiencing self-harm thoughts, psychological and emotional abuse.
- Tackling ASB in all its forms.



Repairs & Compliance and Estate improvements



Delivering safe, **well-maintained homes** remains a core priority. Over the past year, our Repairs teams have focused on **improving service responsiveness**, ensuring regulatory compliance, and **enhancing the overall quality** of our housing stock.



Responsive Repairs

We completed **13,722** responsive repairs this year, covering everything from leaks and heating issues to electrical faults and damp and mould.

We received **86** Stage one complaints for responsive repairs



Helping Keep Homes Free from Damp and Mould

In December 2024, we introduced new procedures for management of damp and mould, improving how we respond to these cases. 650 cases have been handled so far. A new guidance booklet and video has been produced for the management of condensation, damp & mould, along with a checklist for customers to download. Both can be found on the [website](#)



TSM Tenant Satisfaction Survey

73%

said their home is well maintained

76%

said that we provide a home which is safe

76%

satisfied with the repairs service they have received

Repairs and Property Investment



Repairs Calls: Our Housing Hub handled around **27,000** calls, emails, and online enquiries this year, while adapting to new ways of working and team changes.



Adaptations: We invested **£750,000** in property adaptations, including over **£600,000 on major works** like stairlifts, wet rooms, and adapted kitchens—helping residents live independently.



Empty Homes: Repairs were completed on around **350** empty homes, with over **£2 million** spent to bring them up to relet standard.



Refurbishments: Over **£5 million** was invested in planned improvements such as new kitchens, bathrooms, and windows. Stock condition surveys are now underway to guide future investment.



Fire Safety: Since launching our new fire risk assessment programme in February 2025, we've assessed **308** blocks and spent **£200,000** on improvements like fire door replacements. More investment is planned over the next three years.



Gas & Electrical Safety: We carried out **4,400** gas safety checks and around **1,000** electrical inspections, with over £1 million invested in total.



Estate Improvements: We spent **£176,000** on estate upgrades, completing projects at Woodman Close and Mildmay Street, and starting work at King Alfred Place and Simmonds Court for completion in 2025/26.



We invested over **£4 million** in repairs—
an average of **£750 per property**.

Estate Improvements: We spent £176,000 on estate upgrades, completing projects at:

- King Alfred Place and James Howell Court – bike stores installed.
- Simonds Court – garage demolished to make way for additional parking and new shrub bed installed.
- Trussell Crescent – upgraded fencing around all bin stores.
- Princes Buildings – installed hard standing for bins (previously stored on grass).
- Kings Worthy – new block signage to all blocks of flats.
- Bartholomew Close – garden improvements, including installation of gazebo and raised planters for residents to 'grow their own'.
- Woodman Close – additional parking around the green.
- Mildmay Street – new path installed to new homes.

Future plans include improved communal gardens at Simonds Court and Pound Road.

Looking forward to 2025/26

Procurement and Future Investment

We've begun re-procuring our repairs service, with a new contract starting 1 August 2026. Other contracts being renewed include gas servicing, asbestos, fire protection, and lift maintenance with the new lift contract which started on 1 October 2025.

We're also launching new **fire protection projects**, with significant investment planned over the next three years.

You Said, We Did – Repairs & Maintenance Policy

- ✓ **Flexible Appointments**
Saturday mornings, twilight slots, and school-run-friendly times added.
- ✓ **Better Communication**
Contractors now update tenants via phone/text/email, notify of delays, and confirm satisfaction before leaving. Online tracking is in development.
- ✓ **First-Time Fixes & Reliability**
Targets set: 90% first-time fixes, 95% appointments kept. Monthly performance is published online. www.winchester.gov.uk/housing/housing-performance
- ✓ **Respectful Behaviour**
New Code of Conduct: ID, branded clothing, respectful service, and support for vulnerable tenants.
- ✓ **Clear Contact Arrangements**
WCC remains the main contact, but contractors must communicate directly about appointments.
- ✓ **Accessibility & Inclusion**
New EDI section ensures inclusive communication and satisfaction monitoring by household type.

Planned works

In the year ahead, we remain committed to delivering a **proactive programme** of planned works that prioritises **safety, sustainability, and tenant wellbeing.**



Achievements for 2024/25

- Over the course of the year we replaced **45** roofs, that's an impressive **180,000** new roof tiles
- We have worked closely with families to help adapt their homes to **enable comfortable and accessible living** for them, carrying out changes such as fitting new stairlifts, wet rooms, ramps and hard standings.
- We have upgraded the windows to **100** homes with new thermally efficient windows that's around **1600** panes of glass. Resulting in savings of up to £140 per year on energy bills and reducing their Co2 emissions by up to 17 Tonnes!

Performance

- **67** new kitchens installed £400k.
- **1122** Number of external painting & repairs and expenditure £442k.
- **87** new fire doors & 100 windows £322k.
- **45** Number of external building structure/roofing works £576k.

Looking ahead 2025/26

As part of our ongoing commitment to maintaining safe and comfortable homes, we're beginning our stock condition surveys. This will help us demonstrate commitment to maintaining safe, quality homes. And provides a clear picture of the condition of housing stock to ensure properties meet legal and regulatory standards which will help target improvements that matter most to residents.

As part of our commitment to our tenants we will be updating and replacing the following:

- Kitchen Renewals - **119 kitchens - £714k**
- Roofing - **40 Homes - £494k**
- Windows - **160 homes - £640k**
- External Decorating - **1122 homes - £442k**
- Home Adaptions - **£815k**
- Boiler Replacements - **£500k**

Tenant feedback

Tenants have praised the quality of the window installations, highlighting both the product and the professionalism of the installation team. One resident shared that the installers worked efficiently and respectfully, delivering a high standard of workmanship. They were described as polite, approachable, and thorough — ensuring the property was left clean and tidy after the job.

Retrofit

Our retrofit programme reflects a strategic commitment to **improving the energy efficiency, comfort, and sustainability** of our housing stock. We aim to **reduce carbon emissions**, tackle fuel poverty, and future-proof homes for our residents.



Performance

- **£3 million** spent on retrofit works between 2023 and 2025
- **605 properties** received energy efficiency improvements between 2023 and 2025

Achievements

for 2024/25

- **265** Properties received energy upgrades with a total of **890** energy improvements installed making homes more energy efficient, warmer and healthier.
- The retrofit team submitted a funding bid for Warm Homes Wave 3 and won **£3.48m**. The Wave 3 Funding will contribute to the **672** properties, all of which may receive a combination of Insulation, Ventilation upgrades, Solar Panels and Batteries. This is our first large scale solar photovoltaic (PV) programme that will ensure our homes are cheaper to heat and as we work to support greener energy.
- The team have developed an Outline WCC Retrofit Strategy and a Tenant Engagement Strategy which will inform future programmes, putting tenants at the **heart of delivery**.

Looking Ahead to 2025/26

- The commencement of the Wave 3 SHF programme which will see energy improvements of 190 homes. Most of these should receive solar panels.
- The Retrofit team will be engaging with residents to ensure that tenants are accepting of Solar Panels and other energy improvements, look out for our letters and leaflets.
- Commencement of Winchester City Council Conservation Area Window replacement programme, that will deliver new windows to 33 tenants homes with timber framed windows, making homes warmer and easier to heat.
- The beginning of a research programme that investigates Retrofit improvements options for blocks of flats.



Did you know?

Energy saving improvements are accompanied by improved ventilation to ensure homes are healthier to live in.

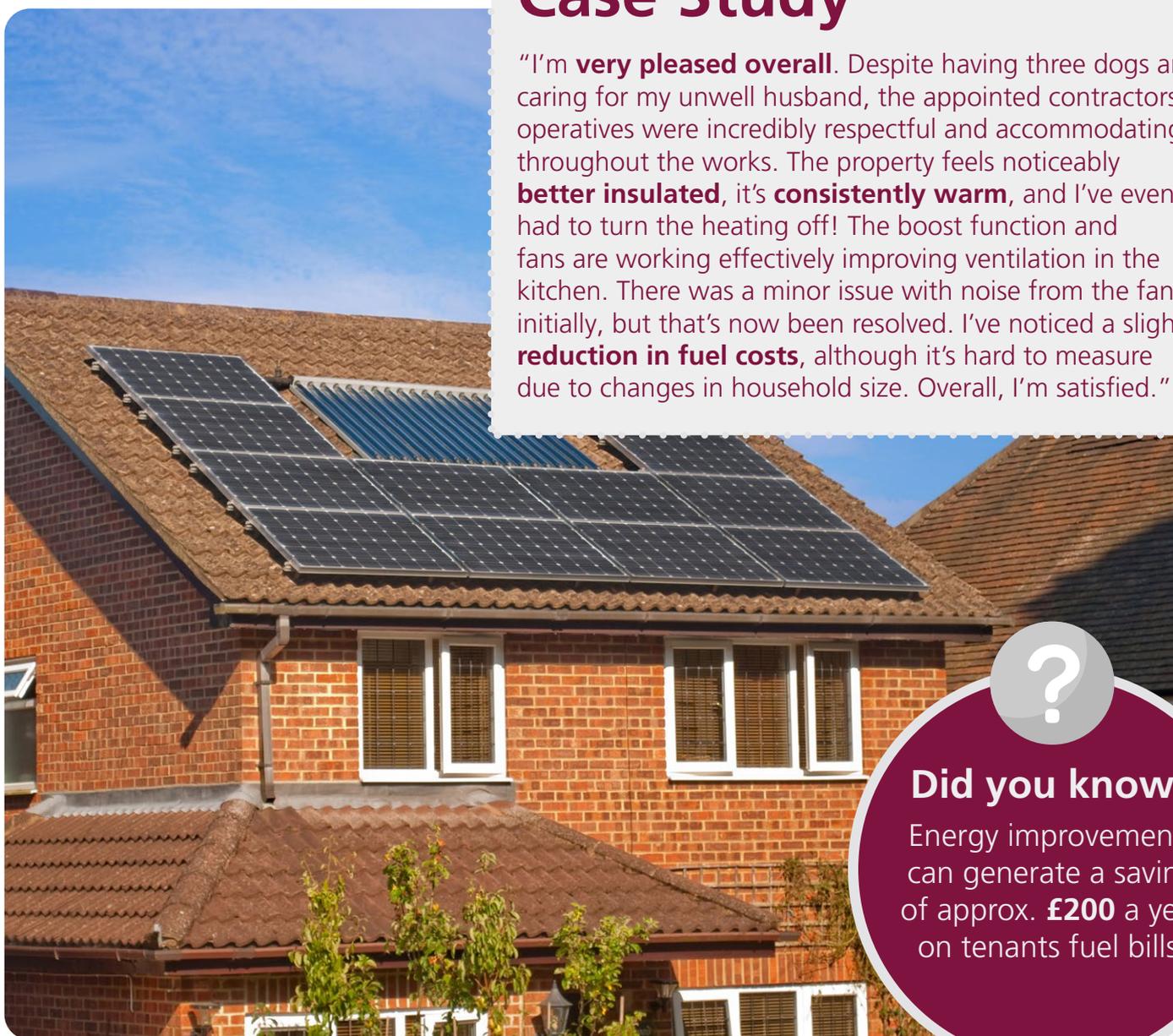
C4/D4 Project Impact Snapshot

- **60%** of tenants reported increased comfort in their homes.
- Significant **reduction in heat loss** noted across surveyed properties.
- **57 homes** improved from **EPC Band E/D to Band C**, supporting energy efficiency and tackling fuel poverty.



Case Study

"I'm **very pleased overall**. Despite having three dogs and caring for my unwell husband, the appointed contractors' operatives were incredibly respectful and accommodating throughout the works. The property feels noticeably **better insulated**, it's **consistently warm**, and I've even had to turn the heating off! The boost function and fans are working effectively improving ventilation in the kitchen. There was a minor issue with noise from the fan initially, but that's now been resolved. I've noticed a slight **reduction in fuel costs**, although it's hard to measure due to changes in household size. Overall, I'm satisfied."



Did you know?

Energy improvements can generate a saving of approx. **£200** a year on tenants fuel bills.

Performance & Other

Our performance will be monitored, reported to and scrutinised by our TACT (Tenant and Councils Together) Board quarterly

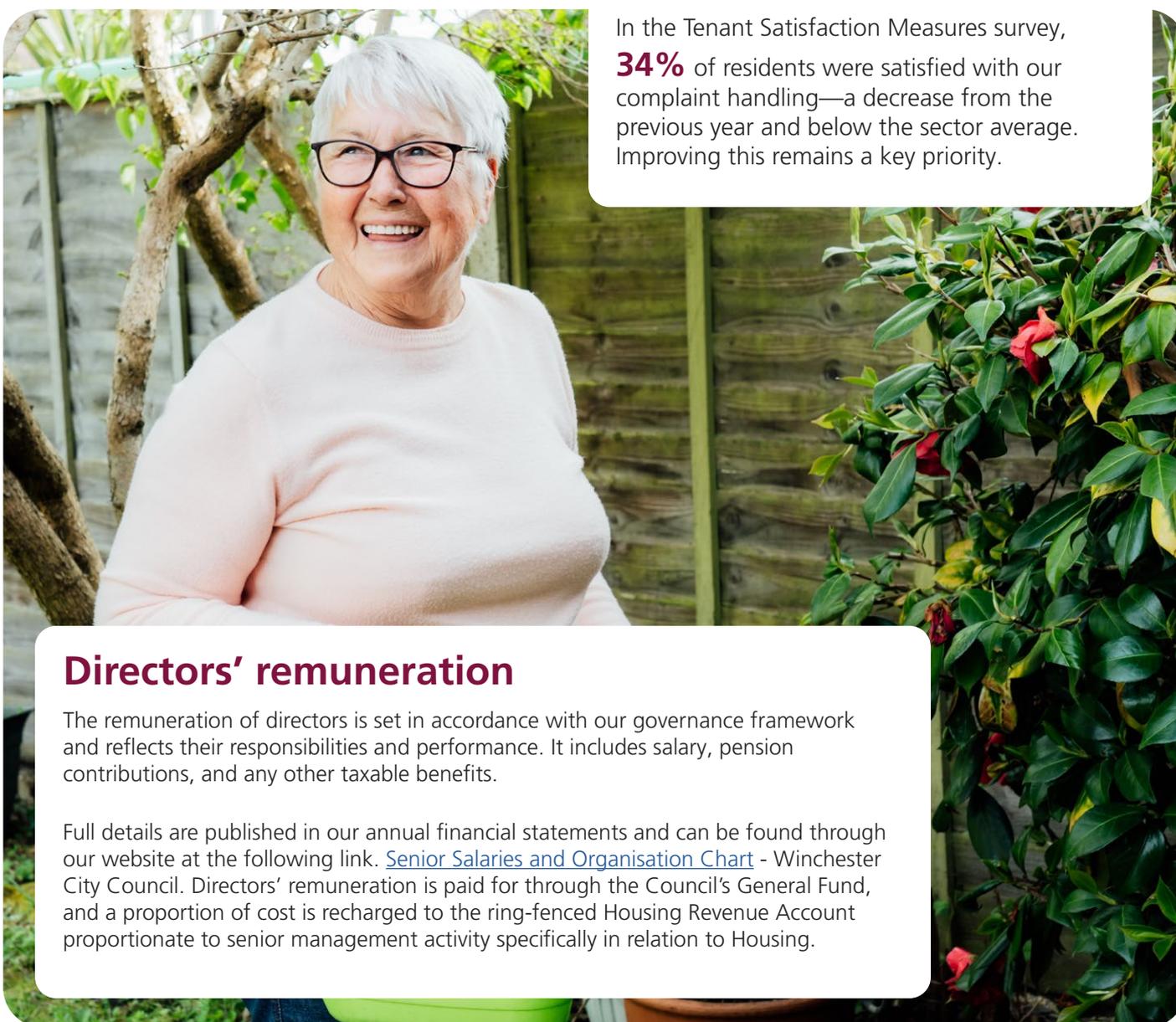
Regulator Guidance and update

New Consumer Standards & Inspections (Effective April 2024) In January 2025, we referred ourselves to the Regulator of Social Housing, so that we could begin working with them, to meet the new standards as quickly as possible.

Complaints Performance

The Complaint Handling Code became statutory in April 2024. We submitted our annual self-assessment to the Housing Ombudsman in September 2025, available on our website: winchester.gov.uk/housing/complaint.

In the Tenant Satisfaction Measures survey, **34%** of residents were satisfied with our complaint handling—a decrease from the previous year and below the sector average. Improving this remains a key priority.



Directors' remuneration

The remuneration of directors is set in accordance with our governance framework and reflects their responsibilities and performance. It includes salary, pension contributions, and any other taxable benefits.

Full details are published in our annual financial statements and can be found through our website at the following link. [Senior Salaries and Organisation Chart](#) - Winchester City Council. Directors' remuneration is paid for through the Council's General Fund, and a proportion of cost is recharged to the ring-fenced Housing Revenue Account proportionate to senior management activity specifically in relation to Housing.

Complaints Overview

for 2024/25

116 Stage 1 complaints received (against our stock size of 5,139)

22 escalated to Stage 2

11 Ombudsman enquiries; 5 cases awarded compensation

Key Improvements

- Launched a tenant-led complaints **focus group**.
- Delivered **tailored complaints training** to frontline staff.
- **Enhanced repairs scheduling** to reduce missed appointments.

Looking ahead 2025/26:

- Embed learning from complaints to drive service improvement to make things better for our tenants.
- Review Complaints Policy and response letters.
- Introduce a staff complaints communication tracker.
- Full complaints report can be found on the website, how to make a complaint to [Winchester City Council and how to contact the Housing Ombudsman](#).

Tenant satisfaction Measures (TSM's)

What are TSMs?

TSMs are a set of 22 performance indicators introduced by the Regulator of Social Housing (RSH) in April 2023. They aim to:

- Increase transparency.
- Help tenants hold landlords accountable.
- Support the regulator in identifying areas for improvement.

Structure of TSMs

The five key themes for Tenant Satisfaction Measures (TSMs) in social housing, as defined by the Regulator of Social Housing in England, are:

- 1. Keeping properties in good repair**
Focuses on the quality and timeliness of repairs and maintenance services.
- 2. Maintaining building safety**
Covers aspects like fire safety, gas safety, and overall structural integrity.
- 3. Respectful and helpful engagement**
Measures how well landlords communicate, listen, and treat tenants with respect.
- 4. Effective handling of complaints**
Assesses how complaints are managed, resolved, and whether tenants feel heard.
- 5. Responsible neighbourhood management**
Includes issues like anti-social behaviour, communal area upkeep, and local environment management. to see the full report visit the TSM [website](#)



71%
said we keep them informed and we are easy to deal with

To see Winchester City Councils results [click here](#)

Finance

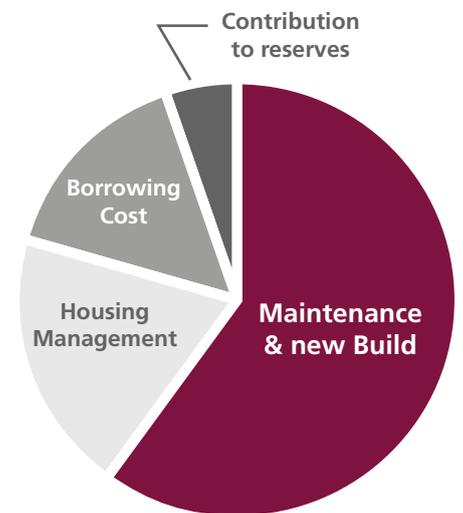
The benchmarking data represents peer groups of organisations of a similar stock size. This data is collected from HouseMark

	Winchester 2025/26	Average for peer group
Satisfaction with Housing Services	75.8%	70.4%
Satisfaction with repairs service	75.6%	72.1%
Satisfaction with average time for repair	71.5%	69.5%
Satisfaction that home is well maintained	73.3%	70.0%
Satisfaction that home is safe	76.2%	74.7%
Satisfaction tenants views listened to	61.2%	57.2%
Satisfaction tenants kept informed	70.7%	68.5%
Satisfaction tenants treated fairly & with respect	76.9%	74.2%
Satisfaction with handling complaints	34.3%	31.0%
Satisfaction communal areas are clean and well maintained	60.6%	63.5%
Satisfaction with neighbourhood	59.7%	60.8%
Satisfaction with ASB	54.7%	55.8%

Where we spend each £1

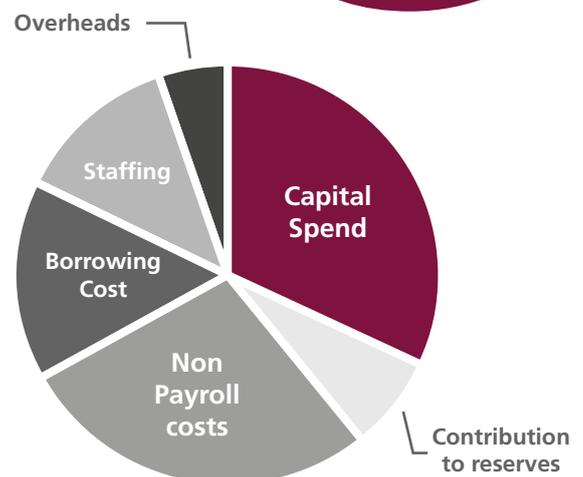
Where your rent was spent (each £1 of rent split into) 2024 - 25

Maintenance & New Build	59.47p
Housing Management	19.68p
Borrowing Cost	15.38p
Contribution to reserves	5.46p
	£1.00



What it was spent on

Capital Spend	31.05p
Overheads	7.86p
Non Payroll Costs	27.95p
Borrowing Cost	15.38p
Staffing	12.30p
Contribution to reserves	5.46p
	£1.00





How We Keep You Informed

We use a variety of channels to ensure you stay up to date with the latest news, updates, and resources:



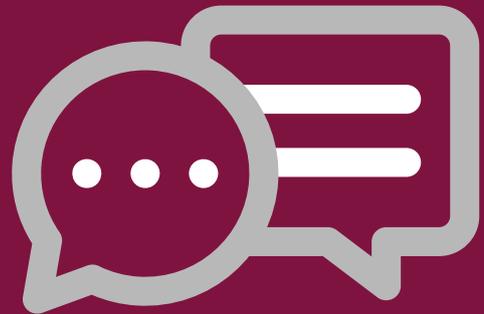
[Newsletter](#)



[Website](#)



[My Winchester Tenancy](#)



If you have any feedback on this Annual Report, or if you'd like to be involved in shaping future editions, please email us at tenantpartnership@winchester.gov.uk