



Tenant Partnership & Influence Report

2025 - 2026



Winchester
City Council



Stanmore over 65's xmas party 2025

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SECTION 1

Performance at a Glance

This section gives a snapshot of tenant engagement in 2025–26, highlighting how tenants have taken part, shared their views, and helped shape housing services.



This year, more tenants than ever got involved in shaping housing services.

Together, tenants reviewed policies, improved services, influenced major decisions, scrutinised performance and helped strengthen communities across the district.

Most importantly, tenants told us they felt listened to and could see the difference their involvement was making.

What this means in practice:



More tenants having a say in decisions that affect their homes



More services shaped through lived experience



Stronger evidence of impact and accountability

2025–26 Highlights



175 engagement activities delivered



2,370 participation instances



New engagement opportunities introduced: Armchair Reviewers, Complaints Focus Group, Online Housing Improvement Workshop (HIWs), Policy Co-Creation Group



HIW Service Improvements Tracker launched - **167** suggestions received, **88** completed and over **50** in progress (Reflecting 2 years of HIW's)



Alongside this, we've strengthened how we measure success.

We now focus not just on how many people take part, but whether tenants feel listened to, whether they can influence decisions, and whether they can see the difference their involvement makes.

This reflects our commitment to moving from engagement as activity to engagement as impact.

This report demonstrates how we are delivering against the commitments set out in our Tenant Partnership & Influence Plan 2025–2030.

Engagement at a Glance 2025–26

Measure	Result	Target
Total engagement activities delivered	175	-
Total participation instances	2,360	-
Tenants satisfied with activities	96.7%	-
Information clear and easy to understand	97.5%	-
Tenants felt listened to	97.5%	80%
Tenants who feel their input will influence services	76.9%	70%
Activities easy to take part in	94.2%	-



Percentages are based on feedback from tenants who completed the Tenant Activity Survey.



A good forum to make points - feel listened to.

- From a tenant

SECTION 2

What We've Achieved Together

This section shows how tenants and Winchester City Council have worked together to improve services, strengthen communities and turn feedback into action. It highlights the difference tenant involvement has made across the year, from shaping decisions to supporting local projects and helping residents feel more connected.



This year has been about much more than meetings, surveys and workshops.

It has been about people coming together to improve services, strengthen communities and support one another through challenging times.

Across the district, tenants have shared ideas, challenged us, helped solve problems and influenced decisions that affect thousands of homes. Together, we've continued to build a culture where tenant voices are not only heard but acted upon.

Turning tenant feedback into real decisions

This year, we focused on making sure tenant feedback led to meaningful action.

Following last year's Repairs Service Re-design work, tenants played a direct role in selecting our new Repairs and Maintenance contractors, with tenant representatives sitting on the interview panel.

This was an important step forward. Tenants helped influence not only how the service should work, but who would deliver it.

We also saw a significant increase in participation in the Housing Revenue Account (HRA) consultation, with 297 tenants sharing their views on housing budgets and priorities.

This reflects growing confidence that taking part can make a difference.



297

**tenants shared
their views**

on how housing budgets
are set and prioritised.

Bringing engagement into communities

We continued to bring engagement into local spaces, making it easier for people to connect with us in ways that feel natural and accessible.

Through Community Hubs, Digital Drop-Ins and pop-up housing hubs, we have:

- Helped tenants access council services
- Provided practical advice and support
- Built relationships with people who may not engage through formal meetings
- Created opportunities for conversations that might not otherwise happen

One tenant told us:

"Very helpful and just fantastic."

99

I think the Digital Drop-Ins are terrific and Tobey very helpful. I come to see him when I have issues with my phone or laptop and he is always ready to help.

- From a tenant



Supporting tenants through the cost-of-living crisis

We continued to support tenants facing financial pressures while working alongside partners to develop longer-term community solutions.

Working with the Rapid Relief Team, we ensured emergency food support remained available for tenants in crisis.

At the same time, we helped support a community-led initiative at Lanterns Nursery in Weeke.

Together with local families, Cardo and community partners, this project created:



A community larder



Food-growing raised beds



A recipe-sharing board focused on affordable meals



Coat and toy swap schemes

Rather than directing the work, our role was to support local people to develop solutions that worked for their community.



We have also delivered pop-up housing hubs at the nursery, helping families access housing advice and services in a trusted and familiar environment.

Love Stanmore: building community together

Stanmore remained a key focus for the Housing Service this year.

Listening to residents helped us understand that many people, particularly older residents, were feeling isolated and disconnected from their community.

Residents told us they wanted more opportunities to meet, connect and feel part of something again.

The Wimbledon Cream Tea created an informal opportunity for residents to come together, reconnect with neighbours and share ideas about what they would like to see happen next.

One idea quickly gathered momentum: a community festive lunch.

Working alongside local residents, we co-created the Stanmore Festive Lunch, bringing together 65 older residents for a traditional three-course meal with entertainment, transport and community support.

The impact went far beyond a meal.



Residents told us:

99

"I had a wonderful time!"

99

"It was brilliantly organised and SO friendly."

99

"Just want to say thank you so very much. I didn't feel like doing Christmas this year. This was very much what I needed."

One resident summed up the impact best:

99

"We felt so lonely and isolated that we had cancelled Christmas. This event brought us out, and honestly, it's brought Christmas back to us. Without it, we would have done nothing. Thank you for bringing back our sparkle."

The success of the event inspired residents to continue working together, and this has now developed into an ongoing resident-led group helping shape future activity in Stanmore.

Alongside this work, we delivered Estate Action Days and Access All Areas, a large-scale community event attended by more than 500 residents.

Together, these activities have helped:



Increase visibility
of housing
services



Strengthen
relationships
between residents
and the council



Create opportunities
for neighbours to
support one another



Build confidence and
community pride

Sometimes the biggest changes start with a simple conversation.

SECTION 3

Tenant Voice at the Top Table

The Tenants and Council Together (TACT) Board continues to play a vital role in ensuring tenant voice helps shape housing services at a strategic level. Bringing together tenants, councillors, independent members and senior officers, TACT provides challenge, insight and accountability, helping ensure decisions are informed by lived experience, strengthen transparency and lead to meaningful service improvement across the Housing Service.



The Tenants and Council Together (TACT) Board continues to play an important role in making sure tenant voices are heard where key decisions are made.

TACT brings together tenants, independent members, councillors and senior officers to provide challenge, oversight and fresh perspectives on housing services.

Over the past year, the Board has continued to grow in confidence and influence.

One new Board member told us:

99

“This was my 1st Board Meeting, so my answers are dependent on my understanding so far. I am confident my responses will go up when I settle in. I was made to feel very welcome and considered by everyone.”



Members have continued to review performance, challenge areas of concern and ensure tenant priorities remain at the centre of discussions.

This year, TACT members also took part in a housing stock tour across the district, visiting both rural and urban communities.

The tour provided valuable insight into the different experiences of tenants living across Winchester, particularly the challenges faced by residents in more rural areas.

One Board member reflected:



"As well as learning more about the district, it was also an ideal opportunity for informal and useful conversation with the officers who were part of the tour."

The Board continues to play a vital role in connecting together the many ways tenants influence housing services, helping ensure that feedback gathered through workshops, community engagement, surveys and co-production groups is considered at a strategic level.

As one tenant described:



"As a tenant, I feel a healthy power balance and flexibility is created at the Board meeting."

SECTION 4

Shaping Services Through Co-Production

Co-production has continued to play a central role in how housing services are shaped at Winchester City Council, helping ensure tenants are involved earlier and more meaningfully in decision-making. By bringing together lived experience and professional expertise, tenants and officers have worked together to shape services, policies and improvements that are more accessible, transparent and responsive to the needs of residents.



More and more of our work is now being shaped with tenants, rather than for tenants.

Whether reviewing policies, improving complaints handling, redesigning services or developing future plans, tenants are increasingly involved from the start.

This year, Housing Improvement Workshops continued to bring tenants and officers together to review services, explore challenges and develop practical improvements.

We also introduced new opportunities for involvement, including our online Housing Improvement Workshop, Policy Co-Creation Group and Complaints Focus Group.

One tenant described the Complaints Focus Group as:



“This is the best opportunity for tenants to improve the service.”

Making policies better together

This year, tenants helped shape 16 housing policies.

Three policies were developed through our Policy Co-Creation Group, where tenants and officers worked together from the earliest stages of development.

A further 13 policies were reviewed by Armchair Reviewers, helping ensure they were clear, accessible and easy to understand.

One participant told us:

99

"This was my first meeting reviewing a Council policy and I was made very welcome and was fully included throughout the session. I would have no hesitation in talking with others that if they want to get involved there are many ways that the Council would welcome their views."

Another reflected:

99

"I'm pleased to be involved and feel strongly that I am helping to shape policies that will benefit all tenants."

The result is policies that are not only technically sound but also grounded in real tenant experience.



SECTION 5

Listening to All Voices

We are committed to making sure all tenants can take part in shaping housing services, regardless of their background, circumstances or access needs. This means not only providing opportunities to get involved, but making sure those opportunities are accessible, inclusive and meaningful.



We want everyone to have the opportunity to shape housing services, regardless of their background, circumstances or access needs.

This year we continued to focus on making involvement easier, more accessible and more representative of the communities we serve.

We know some groups of tenants still take part less often than others. Understanding this helps us focus our efforts where they are needed most, so everyone has the opportunity to be heard. By improving how we collect information about participation, we are building a clearer picture of whose voices we are hearing and where we need to do more.

Tenant feedback remains overwhelmingly positive:



96.7%

of tenants were satisfied with the activity



97.5%

said information was clear and easy to understand



97.5%

felt listened to



94.2%

said it was easy to take part

One tenant told us:



"I was listened to and made to feel very comfortable for a challenging subject."

Who is taking part

The information we collect also helps us understand who is taking part in engagement activities.

Our data shows that:



A high proportion of participants are older residents, particularly those aged 55 and over



Many participants identify as having a disability or long-term health condition



Participation from working-age tenants, younger residents and some minority groups is lower



This reflects wider patterns in tenant engagement. Understanding this helps us focus our efforts on reaching tenants whose voices may be less heard.

Strengthening tenant influence

76.9%

of tenants said they believe their input will help shape services or decisions, exceeding our target of 70%.

While this is a positive result, it reflects a wide range of activities, including community-based events where the link to service improvement may be less direct.



We are continuing to strengthen how we:



Communicate the purpose of different activities



Show how tenant feedback influences decisions



Close the feedback loop through clear “You Said, We Did” reporting



This will help ensure all tenants can clearly see the difference their involvement makes.

Removing barriers and widening participation

We continue to take practical steps to make engagement more inclusive and accessible. This reflects our commitment to removing barriers to participation, as set out in our Tenant Partnership & Influence Plan.

This includes:



Offering **both in-person and online opportunities**, including an online Housing Improvement Workshop



Providing **community-based engagement** through hubs, events and pop-up sessions



Holding activities at different times and locations across the district



Offering support with access needs where required

We have also taken a more targeted approach to reaching under-represented groups. We have been focusing activity in Stanmore, where satisfaction levels are lower, and delivering engagement through trusted community settings such as schools and local events.

Continuing to improve

While we have made strong progress, we know there is more to do.

We will continue to:



Monitor who is taking part and identify gaps in representation



Work with community partners to reach under-represented groups



Adapt our approach to remove barriers and improve access



Ensure engagement reflects the needs of all tenants



This ongoing work will help ensure that tenant voice is inclusive, representative and genuinely reflects the communities we serve.



SECTION 6

You Said, We Did (Together)

Listening to tenants is only meaningful if it leads to real change. This year, we have strengthened how we capture feedback, act on it, and make those changes visible so tenants can clearly see the difference their involvement makes. We are also improving our commitment to providing feedback to tenants within 8 weeks wherever possible, in line with our Tenant Partnership & Influence Plan.



Below are some examples of how tenant feedback has shaped services, decisions and community activity.

Shaping the Repairs Service

You said	We did	The difference
 Repairs appointments were not flexible enough and communication could be improved.	 We used tenant feedback from the Repairs Service Re-design to shape how the service should work going forward. This was then taken further, with tenants directly involved in selecting our new Repairs and Maintenance contractors through the procurement process.	 Tenants have helped shape both the design of the service and who delivers it, ensuring it better reflects tenant priorities and expectations.



Influencing how housing budgets are set

You said



You wanted more opportunity to influence how housing money is spent.

We did



We redesigned the Housing Revenue Account (HRA) consultation to make it clearer, more accessible and easier to take part in. This resulted in a significant increase in responses, with 297 tenants sharing their views.

The difference



More tenants are now influencing how housing budgets are prioritised, helping ensure spending reflects what matters most to residents.

Improving how policies are written and understood

You said



Housing policies can be too complex and difficult to understand.

We did



We worked with tenants through the Policy Co-Creation Group and Armchair Reviewers to develop and review policies in plain English.

The difference



Policies are now clearer, more accessible and better reflect the needs and experiences of tenants.

Making engagement more accessible

You said	We did	The difference
 Not everyone can attend meetings in person.	 We introduced an online Housing Improvement Workshop and expanded opportunities to take part remotely through Armchair Reviewers.	 More tenants can now get involved in ways that suit their needs, improving accessibility and inclusion.

Supporting communities through the cost-of-living crisis

You said	We did	The difference
 You needed more practical support during the cost-of-living crisis.	 We worked with partners to provide emergency food support through the Rapid Relief Team and supported a community-led larder and food growing project at Lantern Nursery.	 Tenants have access to more sustainable, community-based support, alongside opportunities to connect and share resources.

Targeting support where it is most needed

You said	We did	The difference
 Satisfaction levels are lower in some areas and more support is needed locally.	 We used tenant feedback and performance data to focus engagement and community activity in Stanmore, including Access All Areas, estate action days and local events.	 Increased visibility, stronger relationships and more opportunities for tenants in Stanmore to access services and influence change.

Improving how we communicate with tenants

You said	We did	The difference
 Some of our webpages and online content were difficult to understand.	 Tenants worked with staff through Housing Improvement Workshops to rewrite key webpages, including the Report a Repair page and Tenant Partnership pages, focusing on clarity and plain English.	 Information is now easier to understand and use, helping tenants access services more confidently.

Making it easier to choose the right home

You said	We did	The difference
 Property adverts on Hampshire Home-choice do not include enough information, particularly floorplans.	 We are using our housing stock surveys to collect floorplans for all 5,500+ council homes. Going forward, all advertised properties will include a floorplan.	 Tenants can make more informed decisions when bidding for homes, particularly those with accessibility needs.

Making service improvements visible

You said	We did	The difference
 It's not always clear what happens after feedback is given.	 We devised a Service Improvement Tracker, which will allow tenants to see which suggestions are being progressed and what stage they are at.	 Tenants will be able to see how their feedback is being used, improving transparency and accountability.

Supporting tenants to lead community action

You said	We did	The difference
 Tenants wanted to continue working together after co-creating the Stanmore Festive Lunch.	 We supported the group to continue as the Stanmore Tenants Action Group (STAG), helping them take forward new projects. This includes: • A community arts project in partnership with Theatre Royal • Ongoing support for Action Days in Stanmore	 Tenants are now leading community activity and shaping their neighbourhood, with the council supporting their ideas.

Improving how we handle complaints

You said	We did	The difference
 Improving how we handle complaints	 We set up a Complaints Focus Group, bringing tenants and staff together to review complaint letters and processes. Together, we improved acknowledgement letters, complaint responses and introduced a new feedback survey for when complaints are closed.	 Complaint communication is now clearer and more respectful, and tenants have more opportunity to share their experience and shape how complaints are handled in future.

SECTION 7

Building for the Future: Strengthening Co-Production and Tenant Influence

Alongside delivering a wide range of engagement activity this year, we have focused on strengthening how tenant involvement is understood and delivered across the Housing Service. This means moving beyond individual activities and embedding co-production as a consistent way of working, ensuring that tenant voice shapes services at every stage, from early thinking through to delivery and review.



Strengthening practice within the Tenant Partnership Team

This year has been about strengthening the foundations for even greater tenant influence in the years ahead.

Alongside delivering a wide range of engagement opportunities, we have continued to improve how co-production is understood and applied across Housing Services.

Our focus has been on ensuring tenant involvement happens earlier, is more meaningful and leads to visible outcomes.

Looking ahead, we will continue to:



Strengthen how we evidence tenant influence and impact



Reach more under-represented groups



Improve how we collect and use Equality, Diversity and Inclusion information



Remove barriers to participation



Embed co-production more consistently across Housing Services

By developing a better understanding of who we are hearing from, and who we are not, we can make sure engagement opportunities are accessible, inclusive and relevant to all tenants.

We want every tenant to feel they have a voice, and that their voice matters.

SECTION 8

Get Involved

Whether you want to shape a policy, improve a service, review a document from your sofa or help improve your neighbourhood, there is a place for you.

You don't need experience.

You don't need specialist knowledge.

You just need your lived experience and a willingness to share your views.



Ways to get involved

You can take part in a way that suits you:

Armchair Reviewers

Review policies and documents from home, at a time that suits you

Community events and local activities

Take part in events, community hubs, Digital Drop-ins and local projects in your area

Complaints Focus Group

Help review complaints, identify learning and improve how we handle issues

Housing Improvement Workshops

Collaborate with us to help improve housing services and shape future priorities

Policy Co-Creation Group

Work alongside staff to design housing policies from the start

Readers Panel

Review letters, leaflets and communications to help make sure they are clear and easy to understand

Surveys and consultations

Share your views online or in person on key housing topics

Tenant and Resident groups

Get involved in community-led activity, such as the Stanmore Tenants Action Group and the Tenant and Residents Association

We'll support you to take part

We want everyone to feel able to get involved. We can offer:

- ✓ Flexible ways to take part (online and in person)
- ✓ Support with access needs
- ✓ Help with travel where needed
- ✓ Information in different formats



If you're not sure where to start, we can help you find the right option.



Interested in getting involved?

To find out more or sign up:



Email: **tenantpartnership@winchester.gov.uk**



Freephone: **0800 716 987**



Visit: **www.winchester.gov.uk**

