

Cheshire West & Chester Council

# Annual Report Council Housing Management Service 2025-26



Cheshire West  
and Chester

# Together with tenants charter

## Welcome

We are passionate about putting your needs at the heart of everything we do, and I am pleased to welcome you to the third Together with Tenants Charter Annual Report and the first since the Council Housing Management Service returned to being delivered directly by Cheshire West and Chester Council.

Once again, this year's report shares our performance against the key indicators that matter most to you, highlighting areas of achievement and the positive impact of our services across Cheshire West and Chester. It also reflects on where we haven't always got things right, and how your feedback continues to shape and improve our services.

The past year has been particularly significant, with almost 80% of home condition surveys now completed across Council homes. Thank you to everyone who has welcomed us into their home and taken part in this important programme. Reaching this milestone gives us a much clearer picture of the condition of our homes and enables us to plan future investment, improvements, and maintenance more effectively. The information collected will help us identify issues such as damp and mould, safety concerns and ageing fixtures and fittings at an earlier stage, ensuring we can target resources where they are needed most and continue to provide safe, well-maintained homes.

From 1 April, the Council Housing Management Service has been delivered directly by Cheshire West and Chester Council. This marks an important and positive step forward, reinforcing our commitment to providing high-quality, reliable services.

We hope your experience of the service since the transition has been positive. As we continue to embed these new arrangements, your views remain extremely important to us. If you have any questions, concerns or feedback, we encourage you to get in touch. For contact details, please refer to the final page of this report. Your input helps us understand what is working well and where we can improve.

Now that the Council Housing Management Service is delivered directly by the Council, we remain fully committed to working closely with you to continuously improve and focus on what matters most.

I am proud of the meaningful progress we have made over the past year and would like to thank you for your ongoing support and collaboration. Working together is at the heart of everything we do.

We will continue to listen, learn and build strong partnerships with you to ensure we provide safe, well-maintained homes and deliver efficient services that support strong, resilient and thriving communities.

## Councillor Christine Warner

**Chair of the Council Housing Management Board  
and Cabinet Member for Homes and Planning**

## Together we achieve more...

### Residents Making a Difference

A total of 164 residents (126 tenants and 38 leaseholders) took part in engagement activities, showing a strong commitment to shaping and improving housing services. Residents shared their views through forums, workshops, surveys, consultations, scrutiny groups and online engagement, with flexible options making participation accessible to more people.

### Driving Real Change

Resident influence led to clear improvements, including redesigned newsletters and service leaflets using plain English. Residents also helped shape key policies such as Damp and Mould, Planned Maintenance and Unacceptable Behaviour.

### Strengthening Transparency and Trust

Residents supported transparency by reviewing complaints and contributing to the annual report. Building Safety Forums and drop-in sessions kept high-rise residents informed, while feedback helped influence how resident information is collected and used. Leaseholders also helped shape more inclusive engagement approaches.

### Influencing Services, Shaping Decisions

Resident involvement has gone beyond consultation, directly influencing decisions, improving services and building trust.

## Tenant and Leaseholder Board Member Opportunity

We are seeking tenants and resident leaseholders to join the Council Housing Management Board and help improve homes and communities

### What you'll gain:

- Full training and support
- Influence over housing services
- £250 annual shopping vouchers
- Free laptop and internet support
- Travel and carer expenses covered
- Valuable experience for your CV

Register your interest today with our Engagement team by contacting:  
**[housing.involvement@cheshirewestandchester.gov.uk](mailto:housing.involvement@cheshirewestandchester.gov.uk)** or ring **0300 1237724**  
We look forward to hearing from you.





# Communication

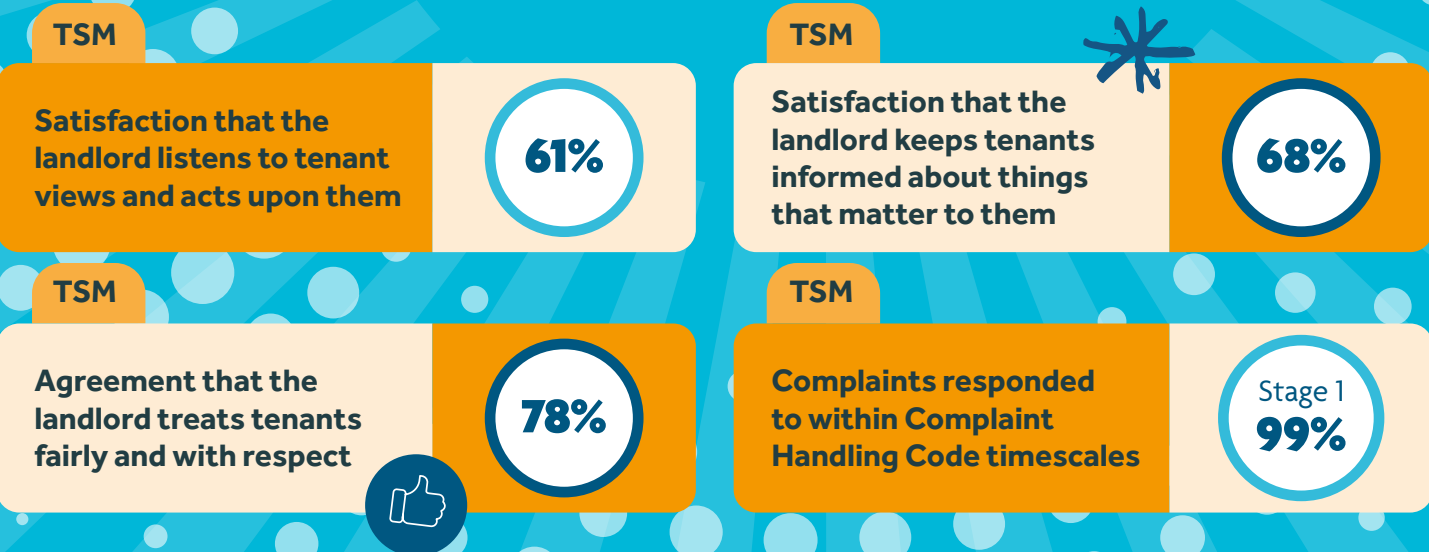
When you access any of our services, we promise that we will keep you informed and give you the ability to tell us what you think of the services you receive, so we can use your feedback to help improve the services we provide to you.

### Hello – I’m Councillor Katie Kendrick

I’m Councillor Katie Kendrick I have pleasure of introducing to you the Communication pledge which is important to me as I feel that working together and good communication is key to delivering and building communities, that we want to live in, and that we are proud of.



## How we are performing TSM = Tenant satisfaction measure



The staff have been very helpful. Whenever I have contacted them for support, they’ve always helped resolve any issues.



Staff have been absolutely amazing settling me into my new home. I am neurodiverse and staff assisted me in identifying best method to contact housing services.

### You told us

Communication regarding reported anti-social behaviour was not always regular, particularly when there were no immediate developments, which caused you frustration and distress.



We’ve improved how we keep you informed about anti-social behaviour cases. Officers now stay in regular contact with you throughout your case, even when there are no new developments, so you’re kept informed and always supported.

### You told us

Communication about repairs was unclear, leaving you unsure about what work would be done and when.



We’ve improved how we communicate about repairs so you’re clearer about what work will be done and when. Contractors now contact you directly by phone, leave a voicemail if you’re unavailable, and provide written information for larger or more complex repairs, including a clear schedule of works.

Scan the QR code to get the **MyTenancy+** app





### MyTenancy+

The new MyTenancy+ is the quickest and easiest way to manage your tenancy, anytime and anywhere. You can use it online or through our mobile app to access services 24/7.

With **MyTenancy+**, you can:

- Check rent statements and manage your rent account
- Report and track repairs
- Make tenancy changes, including adding people or giving notice
- Report neighbourhood issues
- Update your personal details
- Share feedback and suggestions

**Getting started is simple.**

You’ll need:

- An email address you use regularly
- Your tenancy reference number (shown on our letters)
- The app is available from the App Store or Google Play

### Making Services Easier to Access

We want everyone to be able to access our housing services in a way that works for them.

To help us understand your needs and keep records up to date, we will soon be launching our Getting to Know You campaign.

By Getting to Know You, we can tailor our services to suit your needs and make reasonable adjustments if required. A reasonable adjustment could include extra support for a disability, health condition, learning difficulty, language need, or personal circumstance.

We also encourage you to tell us about any changes to your circumstances, or if you think you may benefit from a reasonable adjustment.

Our aim is to make sure that everyone can access our services, feel supported and be treated fairly.

## PLEDGE TWO

## Responsibility



When we make a mistake, we promise to be approachable and to take responsibility and put it right as quickly as possible, keeping you informed throughout.

### Hello - I'm Nigel Hickmott

I'm Nigel Hickmott I have been a council tenant for over 12 years and I'm a member of the Council Housing Management Board.

I have the pleasure of introducing to you the Responsibility pledge which is important to me as it ensures that we 'have a voice' and can work together to develop services that reflect both our own needs and that of the organisation responsible for delivery of our housing services.



### How we are performing

TSM = Tenant satisfaction measure  
KPI = Key performance indicator

#### KPI

Number of unique service users involved in formal/informal consultation groups (including digital)

164

#### TSM

Satisfaction that the landlord listens to tenant views and acts upon them

61%

#### TSM

Satisfaction with the landlord's approach to handling complaints

29%

#### TSM

Satisfaction that the landlord keeps tenants informed about things that matter to them

68%

#### TSM

Agreement that the landlord treats tenants fairly and with respect

78%

#### TSM

Complaints relative to the size of the landlord

102 per 1,000 homes

#### TSM

Complaints responded to within Complaint Handling Code timescales

99%

502 tenants took up the offer of the wellbeing service to support them to live better in their home.

Workman were brilliant, accommodating the needs of my family and son who is autistic. They showed compassion throughout the work.

### You told us

It was not always clear who was responsible for managing repairs, particularly where works were complex or took a long time to complete.

We've introduced dedicated Housing Officers and Repair Inspectors for each neighbourhood, so you always know who is responsible for managing your repairs. This means clearer communication, better oversight of complex or longer repairs, and more consistent support from officers who know your area.

### You told us

On some occasions, we inaccurately recorded that access was refused when appointments were missed.

We've improved how missed appointments are now recorded. Contractors must now accurately record access attempts, and our teams check all reported failed visits before closing a case to make sure you're not wrongly marked as refusing access.

### You told us

Complaints were sometimes answered late, and once a complaint was logged it wasn't always clear what was happening next.

We've provided additional training, expanded the complaints team and improved how complaints are tracked and monitored. This means complaints are now followed up robustly, escalated when needed, and responded to on time, with clearer communication throughout.

Did you know you can access tailored support to help you live more comfortably at home, plus free independent money advice? Contact us today to find out more.

62 tenants accessed our free money advice service

£1,016,686.28 extra income secured for tenants, generated from our free money advice and wellbeing support

162 volunteer hours given by involved tenants to help shape and improve services

### Gas Compliance Service - Tailored to meet the needs of mum and son

Extra care was taken to schedule the service at a convenient time for the family, while thorough safety checks were carried out to meet current compliance standards.

By adapting the service to suit the family's individual circumstances the team delivered more than just compliance, providing peace of mind. This tailored approach reflects our commitment to putting tenants first, ensuring every household receives a service that fits their needs, not just the regulations.

"Thank you for all your help with arranging appointments for both my home and my son's home"



PLEDGE  
THREE

Your community

We promise to work with you to help create greener, fairer, stronger communities.

### Hello – I'm Antony Spurway

I'm Antony Spurway I have been a council tenant for over 12 years and I'm a member of the Council Housing Management Board.

I have the pleasure of introducing the Your Community pledge which is important to me as it creates a platform where we can 'work together to help create greener, fairer and stronger communities'.



### How we are performing

TSM = Tenant satisfaction measure

TSM

Satisfaction that the landlord keeps communal areas clean and well maintained

44%

TSM

Satisfaction that the landlord makes a positive contribution to neighbourhoods

66%

TSM

Satisfaction with the landlord's approach to handling anti-social behaviour

67%

TSM

Anti-social behaviour cases relative to the size of the landlord

47  
per 1,000 homes

### Residents in Stanney Grange making a difference to their neighbourhood...

During last November, we joined a group of volunteers in the Stanney Grange neighbourhood to plant 5,000 snowdrop, crocus, and daffodil bulbs. The initiative, led by Friends of Stanney, a resident group dedicated to improving the environment and the quality of life in their area, aimed to bring vibrant colour to the neighbourhood in the spring months.

Paula from Friends of Stanney welcomed everyone joining the event saying: "We were delighted with the turnout and the community spirit shown on the day. Planting 5,000 bulbs is a fantastic achievement, and when they bloom in the spring it will be a reminder of what local people can accomplish together."

### Raising Funds for Hospice of the Good Shepherd

Staff raised £5,225,76 for the Hospice of the Good Shepherd through salary contributions and by taking part in various fund-raising activities, including Chester Sparkle Walk, and a lively Santa Dash, all of which proved popular and well supported.

The Hospice of the Good Shepherd provides vital care and support to people with life-limiting illnesses and their families, making the fundraising efforts particularly meaningful. Staff involvement across multiple events highlighted a strong commitment to giving back and supporting an organisation that plays a crucial role in your community.

"Thank you for your fantastic fundraising efforts. Your involvement makes a real difference to the patients and families we care for across West Cheshire"

### Communal Areas Must Be Kept Clear

This year, we introduced a new policy to keep shared areas in our buildings safe and easy to use.

All internal communal areas, such as stairs, corridors, landings, and cupboards, must be always kept clear. Items like shoes, bikes, furniture, doormats, decorations, mobility scooters, and rubbish must not be stored and may be removed if left there.

In outdoor shared areas, some items must not be stored or used. This includes barbecues, electrical appliances, and large play equipment such as trampolines and inflatables. Other items, like benches or plant pots, need permission first and may be checked for safety.

These safety rules help keep communal areas safe, accessible and clear for everyone, while ensuring we meet our responsibilities under the Building Safety Act 2022.

We understand some residents may need extra support. If someone has a disability or accessibility need, we will carry out an assessment and look at what adjustments can be made.

This policy is part of our ongoing work to keep our buildings safe, accessible, and well managed for everyone. We thank you for your support with this.

Did you know that the Cheshire Community Foundation ForCheshireWest fund awarded grants to 18 projects. 1,162 people benefitted from this grant funded support, a total of £47,752.00.



### Energy Efficiency Programme – What's Next

Following the successful award of £1.5 million through the Social Housing Decarbonisation Fund (SHDF) in 2024, matched by an additional £1.5 million investment from the Council, we undertook surveys of 326 homes to identify the improvements needed to achieve an Energy Performance Certificate (EPC) rating of C.

Over the past year, 164 homes have benefited from a range of energy efficiency enhancements. These improvements included the installation of upgraded windows and doors, enhanced insulation, low-energy lighting, and solar panels, helping to reduce energy consumption and improve comfort for residents.

### You told us

You didn't always feel that your individual circumstances concerning anti-social behaviour was fully understood at the start of the process.

We've improved how we assess anti-social behaviour cases, so we better understand your individual circumstances from the start. We now consider how the situation affects you, any concerns about reprisals, and how you prefer to be supported and kept informed.

"Everything has been resolved and I was very happy that the anti-social behaviour officer followed through and sorted things out."

216 anti-social behaviour cases were successfully handled with 86% tenants reporting they were satisfied with how we dealt with their case.

## PLEDGE FOUR

# Quality of your home

When we maintain your home, we promise that the quality of our work is a high standard and your neighbourhood is maintained and serviced and remains fit for purpose. We promise to use contractors that deliver a high-quality service and where they use components that are of a good standard.

## Hello – I'm Victoria Gabriela

I'm Victoria Gabriela I have been a council tenant for over five years and I'm a member of the Council Housing Management Board. I have the pleasure of introducing the Quality of your Home pledge, which is important to me as it sets the standard for ensuring that our homes are well maintained and suitable for our needs.



How we are performing TSM = Tenant satisfaction measure KPI = Key performance indicator

### KPI

% of emergency repairs completed or made safe within 24 hours

100%

### KPI

% of repair jobs where appointments were kept

98%

### KPI

% of homes achieving the Decent Homes Standard

98.4%

### KPI

Average time to complete non-emergency repairs

11 working days

### TSM

Repairs completed within target timescale

91% emergency

84% routine & urgent

### TSM

Satisfaction that the home is well maintained

67%

### TSM

Satisfaction that the landlord keeps tenants informed about things that matter to them

68%

### TSM

Satisfaction with time taken to complete most recent repair

64%

### TSM

% of tenants satisfied with the landlord's services overall

63%

### TSM

Tenants who received repairs in the last 12 months who are satisfied with the repairs service

67%



## You told us

Complex repairs, particularly damp and mould cases, were not always tracked through to full resolution.

We've improved how we manage complex repairs, including damp and mould, to make sure they're seen through to completion. These cases now receive extra oversight, with closer checks, joint working between teams, and follow-up inspections so you can be confident the agreed work has been fully and properly completed.

## You told us

Contractors were not always effectively managed, and delays were not identified early enough.

We've improved how contractors are managed so delays are spotted and addressed sooner. Regular review meetings now take place to check progress on open works and any issues, allowing for early intervention.

"The work the Council do to ensure my home is well maintained and kept up to date e.g. They recently refurbished my bathroom and its of very good quality."

"I had new windows and doors fitted and they were really efficient. Everywhere was neat and tidy and couldn't fault them. Would recommend them."



To ensure homes meet the Decent Homes Standard, we have an annual programme for capital investment work.

65 roofs, 169 Boilers, 32 Bathrooms, 18 Kitchens, 66 Doors, 13 Windows

"We have recently had a new kitchen installed in our home and I am very happy with the quality of the finished work."

"We recently had the damp and mould in our home treated, which I was thankful for, but I had to wait longer than expected for an appointment."

"Engineer was extremely efficient, polite and cleaned up after himself."

## Awaab's Law

Awaab's Law came into effect in October 2025 and requires landlords to act quickly when damp, mould, or other serious hazards are reported.

**What we've done:** We have a specialist surveyor who visits homes to check for damp and mould. They carry out a full inspection and provide a detailed report, which is shared with the tenant, so they understand what has been found.

Any work needed to fix the problem is then arranged and closely monitored to make sure it is completed properly and that the issue is fully resolved.

**What you can do:** If you spot any damp or mould in your home, please let us know as soon as possible so we can resolve it promptly.



## PLEDGE FIVE

## Your safety

When we carry out repairs and improvements to your home, we promise that your home will be a safe place to live, and it forms part of a safe and secure community.

### Hello – I'm Brian McGaw

I have been a council tenant for over 32 years, I serve as a tenant representative on the Council Housing Management Board.

I have the pleasure of introducing to you the Your Safety pledge which is important to me as it promises that our homes will be a safe place to live and will form part of a safe and secure community.



### How we are performing

TSM = Tenant satisfaction measure

TSM

Satisfaction that the home is safe

76%

TSM

Fire safety checks % of high and low rise homes with an in date fire risk assessment

100%

TSM

Water safety checks % of homes with a valid Legionella Risk Assessment (shared water systems only)

98%

TSM

% homes with valid landlord gas safety certificate

100%

TSM

Communal areas with asbestos inspected annually

100%

TSM

Lift safety checks % of lift inspections carried out within statutory timescales

100%

Our building safety forums, drop-in sessions and social activities have brought residents in high-rise flats together. These sessions help residents stay informed about safety updates, legislative changes, and investment works.

98% homes with electrical installations have been inspected within 5 years and have a valid electrical installation condition report (EICR)

### How can you help?

- Respond promptly to appointment letters or calls.
- Allow contractor to access your home so the electrical safety check can be completed.
- Contact the contractor as soon as possible if you need to rearrange the appointment.
- Speak to us if you have any concerns about this check going ahead. We are here to help!

Your co-operation helps keep everyone safe and avoids the need for legal action.

### Electrical Safety Checks – Keeping you and your home safe!

Did you know it is a legal requirement to have an electrical safety check every five years in a rented home? This inspection is known as an Electrical Installation Condition Report, or 'EICR' for short.

**Why do electrical safety checks matter?** Regular electrical safety checks are an essential part of keeping your home safe and compliant with legal requirements. These checks ensure that the wiring, sockets, and electrical systems in your home are in good working order and do not pose a risk of fire or electric shock.

**Is my home included?** If your home is to be included, we will send you a letter to introduce you to the contractor. The contractor will then contact you directly to arrange a suitable appointment for a qualified electrician to visit your home and carry out the checks.

**What happens if I don't give you access to my home?** It is important that we can complete these safety checks. If, after multiple attempts, we cannot access your home to complete this check, the Council will take legal action to obtain a warrant to gain entry and complete the electrical safety check. This step is taken only as a last resort but is necessary to ensure your home meets safety standards and to protect everyone's wellbeing.

### Your stories

**Keith\* was referred to the Wellbeing Service because of his disability and challenges to live independently in his home.**

Keith had a stay in hospital where he underwent an amputation. A Wellbeing Co-ordinator visited Keith at home to understand what support he may need. Following this, changes were made to his home, including installing handrails and a step, to help him move around more safely and remain as independent as possible.

Keith was also supported to apply for Housing Benefit, helping to make sure his income and housing costs were managed. In addition, he was referred to the Money Advice Team for further guidance and support with his finances.

A note has been added to Keith's record to help make sure that anyone supporting or contacting him understands his needs and can offer the right level of care and support.

\*name changed to protect identify



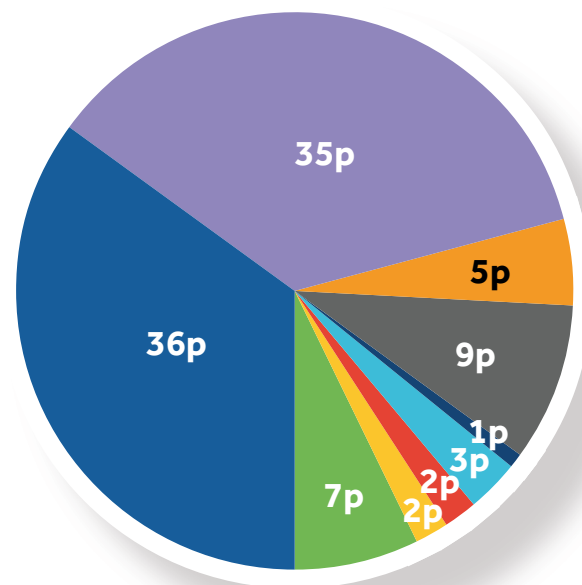
## How your rent is spent

Your rent pays for all services, repairs, maintenance and improvements to Council homes.

This includes:

- Support and advice for tenants
- Tenant wellbeing service
- Managing estates and dealing with complaints
- Collecting rents
- Day-to-day repairs
- Improvement to homes e.g. roof replacements, bathrooms, kitchens, central heating, rewiring, gas, electric, and fire safety
- Work on empty homes
- Letting empty homes

The chart below illustrates how Cheshire West and Chester Council spend every £1 of your rent:



- 35p Property repairs and maintenance
- 5p Management costs
- 9p Tenant services
- 1p Grounds maintenance
- 3p Insurances
- 2p Council support
- 2p Bad debt provisions
- 7p Interest payments on amounts borrowed
- 0p Repayments of borrowings\*
- 36p Planned investment

\*following agreed temporary postponement of debt repayment

## How are we measuring success?

The Together with Tenants Charter has been developed alongside tenants as a way of making clear what matters to you, and our commitment to providing the best possible services.

The Charter includes five pledges agreed with tenants, setting out what success looks like in each area. We measure progress using tenant satisfaction results and by showing how your feedback has been listened to and used to make positive improvements to our services.

### Tenant Satisfaction Measures (TSMs)

In addition to the Regulator of Social Housing introducing new consumer standards, they have created tenant satisfaction measures, which provide tenants views on how well they think social landlords are doing at delivering good quality homes and services. We as your landlord report on these measures to the Regulator.

There are 22 tenant satisfaction measures, covering five themes:

- 1 Keeping homes in good repair
- 2 Maintaining building safety
- 3 Effective handling of complaints
- 4 Respectful and helpful engagement
- 5 Responsible neighbourhood management

Ten of these are measured by us directly, and 12 are measured by tenant perception surveys. Every year we survey tenants on how satisfied they are with different aspects of the service. These surveys are conducted by an external provider called Kwest and the process is in-line with the Regulators prescribed methodology for the new TSMs. These measures will help you understand how well we are doing or how tenants tell us they think we are doing in the delivery of our services.

### Key Performance Indicators (KPIs)

We also have key performance indicators, which are agreed annually. These indicators provide targets which need to be met within a range of services.

To find out more about how we're performing, please visit our website:

[www.cheshirewestandchester.gov.uk/councilhousingperformance](http://www.cheshirewestandchester.gov.uk/councilhousingperformance)



## Accessing Cheshire West and Chester Council information and services

Council information is also available in audio, Braille, large print or other formats. If you would like information in another format or language, including British Sign Language, please email us at: [equalities@cheshirewestandchester.gov.uk](mailto:equalities@cheshirewestandchester.gov.uk)

You can also telephone: **0300 123 8 123**  
or textphone: **18001 0300 123 8 123**  
website: [www.cheshirewestandchester.gov.uk](http://www.cheshirewestandchester.gov.uk)



## We're here to help you and there are many ways you can get in touch.



Completing our enquiry form is a quick and efficient way to get in touch:

[www.cheshirewestandchester.gov.uk/councilhousingenquiry](http://www.cheshirewestandchester.gov.uk/councilhousingenquiry).

If you are unable to get in touch using this method, there are other ways you can speak to us:

**Download the MyTenancy+ App in the App Store or Google Play**

**Call our Council Housing Management Service on 0300 1237724**

**Our advisors are available from 8am until 6.30pm, Monday to Friday (excluding Bank Holidays and Christmas). If you have an emergency at your home and need to speak to someone urgently, our out of hours team is available on this number too.**

Please note that calls to 0300 numbers are charged at local rates whether from landlines or mobile phones. They are included as part of any inclusive minutes or discounts.