



Our Business Plan 2026–2028

Published: August 2026

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Introduction

The review of the Housing, Neighbourhood, and Building Services (HNB) business plan occurred at a point of significant change both underway and anticipated. The anticipated change includes Local Government Reorganisation which will have an impact on the directorate and the Council. This business plan touches on aspects of the change throughout and considering the context the refresh of the plan was lighter in touch, so updating the previous plan rather than a fundamental rewrite. Referencing to future years is in the plan but again is lighter in touch. The plan will need to be reviewed and reset following Local Government Reorganisation.

James Hill, director of HNB
August 2026



Directorate structure

The directorate of HNB is structured around four key functions:

1 Housing need and supply

3 Neighbourhoods

2 Housing management

4 Buildings

HNB also oversees the corporate agenda of tackling poverty and holds the Council's transformation method of 'systems thinking'.

Staffing

HNB is one of the larger directorates in the Council, with 1,099 colleagues. Full time staff equate to 72% of the total headcount. 53.3% of the directorate is male. The directorate has a mature profile with 57% of staff being in the 45+ age bracket.

Services are delivered through a combination of in-house teams, contractors and external providers. Recruitment remains challenging in specialist areas such as building services and maintenance. To address this, a career grade scheme has been introduced to develop internal talent, support retention and strengthen service resilience.



Cabinet portfolios

The directorate reports into the following portfolios for governance and monitoring, where they intersect with the work of the directorate.

Cabinet Member for Housing and Tackling Homelessness

This portfolio supports the Council's priority to create a healthy and happy city by ensuring access to good, affordable, and sustainable housing. It covers Portsmouth Homes – council housing, social housing, and private sector housing standards. It also oversees services such as homelessness prevention, rough sleeping, landlord maintenance, and youth and play provision—funded through both the Housing Revenue Account (HRA) and the General Fund.

Cabinet member for Community Safety, Leisure and Sport

This portfolio covers crime prevention and reduction, including CCTV systems, anti-social behaviour and community wardens, all of which fall under the directorate.

Cabinet member for Climate Change and Greening the City

This portfolio oversees the Council's response to the climate emergency

environmental sustainability across all directorates. It includes responsibility for:

- Waste management services (refuse and recycling collection and disposal)
- Public cleansing (toilets, littering, dog fouling)
- Energy services (efficiency and procurement)

Cabinet member – the Leader

The Leader's portfolio includes lead responsibility for the corporate priority (healthy and happy city) to reduce poverty (the tackling poverty officer sits in the directorate).

Havant Borough Council, Gosport Borough Council, Fareham Borough Council, and Winchester City Council

With a third of Portsmouth City Council's housing stock (known as Portsmouth Homes) situated outside the Council's boundary, the directorate also has important relationships with neighbouring authorities related to the landlord functions and the development of new homes – particularly on land owned in Havant.

Budgets and cash limits

Housing Revenue Account (HRA) and housing general fund

The Council's housing stock is managed within a ring-fenced HRA. This ensures that rental income and other HRA-related revenues are primarily used for the benefit of Portsmouth Homes tenants and cannot be diverted to support general Council services.

The HRA operates independently from the general fund, meaning there is no cross-subsidisation between the two. This applies across all housing assets, including mixed tenure estates.

The HRA has borrowing powers under the Prudential Code, allowing the Council to borrow as needed – provided it can afford repayments and the borrowing directly benefits HRA tenants. All borrowing is subject to external audit.

Rent levels are primarily set by government policy, though the Council retains limited discretion.

When reviewing annual rent increases, the Council must balance affordability for tenants against the financial pressures on the HRA, including rising supplier and operational costs.

The Housing general fund comprises a cash limit of **£23.2m**, broken down by the following portfolios:

£1.017m

Community Safety,
Leisure & Sport

£4.42m

Housing & Tackling
Homelessness

£556,000

Children, Families & Education

£17.015m

Environmental Services

£23,000

Climate Change &
Greening the City

£3.405m

Include Leader

The HRA comprises of a gross budget of:

£116.88m

broken down as follows:

£90.06m

Dwelling Rents

£19.46m

General service charges

£3.29m

Other fees and charges

£3.6m

Garages, shops, lands and rents

£45,000

Other Income

The HRA expenditure is

£116.88m

broken down as follows:

£31.34m

Major Repairs &
Non-dwelling capital

£31.29m

Repairs and maintenance

£22.12m

Special management

£21.17m

General management

£10.28m

Borrowing costs

£680,000

Other expenditure

This also includes a £1.99m draw on reserve.

Agreed savings and efficiencies

Housing revenue account

HNB has set deficit budgets in five of the last six years, prompting significant and sustained deficit-reduction activity.

Despite this, no reserves were drawn upon in any of the previous four deficit years.

Ongoing work to identify efficiencies and maximise income will remain essential to protecting core landlord services and strengthening the Housing Revenue Account's (HRA) financial resilience.

All HRA related budget reports can be found on our website.

General fund

The Council's general funded service also faces financial strain.

Each year, the directorate participates in 'annual savings and efficiencies' work for the general funded service. This is done with the primary aim of protecting core services.

The service delivery is supported by significant government grant funding, and the directorate actively pursues external funding opportunities and works to generate additional income wherever possible.



City vision – shared values, shared aspirations

In 2040 we are very proud of Portsmouth – how we behave towards each other and how it feels to live here.

In 2040 we believe in

our community

We will be proud of our community spirit, how we take care of each other and make sure we all feel we belong.

collaboration

We will all take responsibility for our city and we enjoy working together for the common good.

our equality

We will be a fair and equal city where everyone has the opportunity to succeed. We welcome and support each other without discrimination.

respect

In 2040 we know every person has a valuable contribution to make. We respect each other's differences, and make sure everyone feels included and safe.

our innovation

We are ambitious, welcome new ideas and embrace changes that improve people's lives.



In 2040 we want to be

a healthy and happy city

We enhance wellbeing through the education, care and support each person needs for their physical and mental health. Residents live in good homes where they feel safe and can thrive.

a city rich in culture and creativity

We enjoy a vibrant cultural scene that makes the most of our location, our heritage and our creative energy. We are known as a great, welcoming

waterfront and city destination that brings people together.

a green city

We have excellent air quality, green spaces, sustainable transport, use renewable energy and live healthy and active lives. We protect and enhance our land and maritime environment for the future.

a city with a thriving economy

We supercharge local businesses and entrepreneurs, attract investment, build strong partnerships to develop an excellent skills base and offer brilliant career opportunities for all.

a city of lifelong learning

Our young people are encouraged to develop high, positive aspirations and our adults have lifelong education opportunities that empower them and enrich their lives.

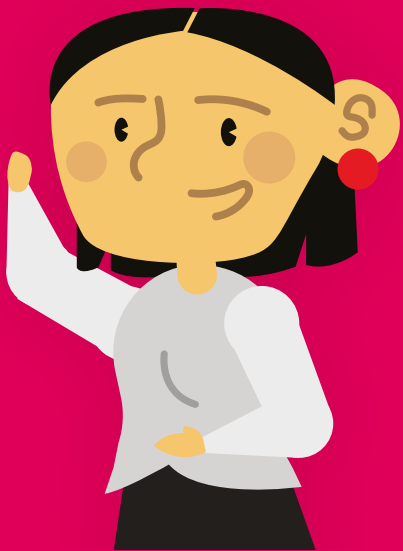
a city with easy travel

We encourage and support more walking and cycling, have excellent public transport connections and we make it easy for people to travel for work and pleasure.

Our values

Inclusive

We recognise diversity, are open, fair and provide equal opportunity to all



Integrity

We are accountable, can be trusted and take responsibility for our actions



Collaboration

We work together as a team and with our colleagues, residents, partners, and communities to achieve more



Respect

We treat everyone with respect, considering the feelings, wellbeing, safety, and rights of others



People-focused

We put people first and ensure our customers are at the heart of everything we do



Portsmouth City Council's plan

The Council's plan is informed by the City Vision, which sets out the aspirations the people of Portsmouth have for their city, how they want people to behave towards each other, and how it should feel to live here.

The plan sets out key priorities – which are outlined on the next page – for directorates to work towards to help the Council achieve these goals.

The priorities on this page that have been selected are relevant to HNB in the delivery of our service.

Our mission

To work together with partners and communities to:



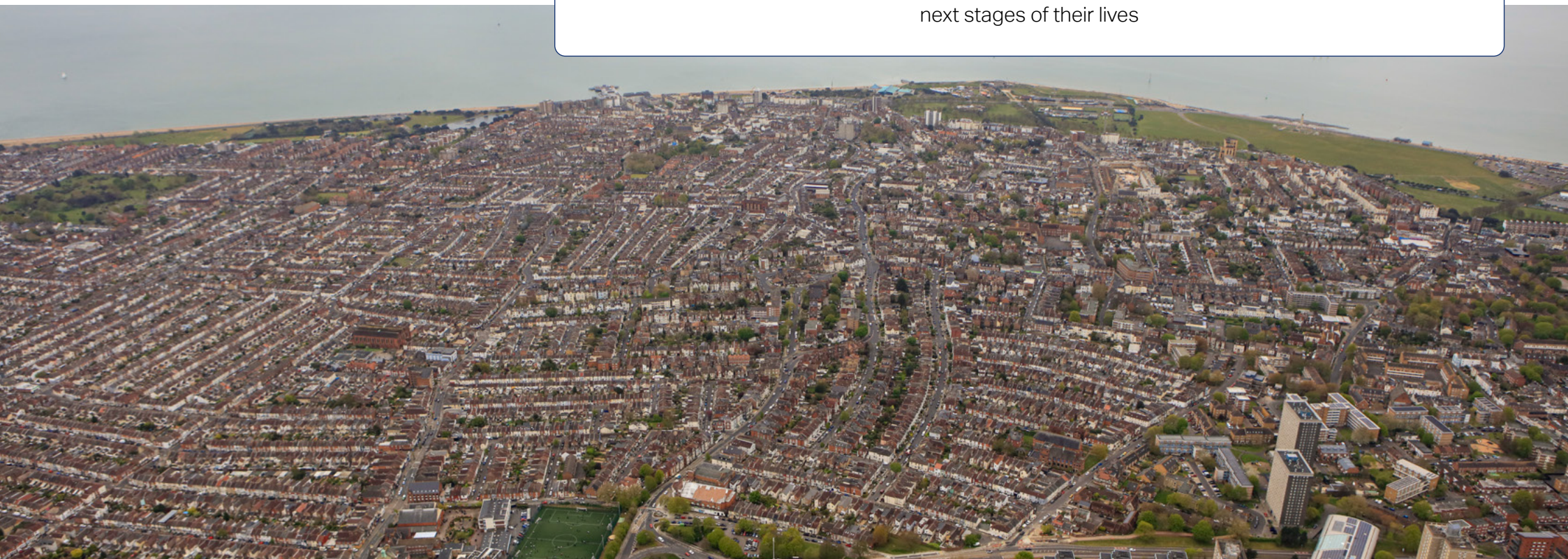
champion and
celebrate our city



improve the lives of our
residents now and ensure
they are prepared for the
next stages of their lives



enhance our environment
and protect it for the future



1 Safe, clean, and green city

This involves working with partners to make our streets, roads, homes and public spaces safer, cleaner and greener. It prioritises:

- tackling 'envirocrime' – including fly tipping, littering, graffiti and other nuisance
- tackling anti-social behaviour
- ensuring robust regulatory services, including those around housing standards.

2 Welcoming and inclusive city

This involves making sure the city is a welcoming, vibrant and inclusive place in which to live, work and visit.

3 Supporting residents in need

This involves making sure that when people need additional help to live their lives, it is there for them. It prioritises:

- providing support for people with the cost of living
- continuing to provide high quality services as a social landlord
- providing social and affordable homes
- providing homes for people with additional needs.

4 Protecting our environment

This involves protecting and enhancing the natural and built environment of the city. It prioritises:

- developing solutions to address waste reduction and increase recycling
- ensuring that the organisation is doing all it can to be environmentally responsible in its activity – including reducing carbon emissions in line with our net zero commitments.

5 Strengthening the city's economy

This involves creating jobs and opportunities for residents. It prioritises:

- creating a model for youth provision that helps young people have access to opportunities
- providing support that enables businesses to locate and grow in Portsmouth, and so residents can get the skills they need to access the jobs created.

6 Speak up for our city

This involves championing and celebrating Portsmouth.

7 Effective and efficient organisation

This involves making the best use of taxpayer's money to deliver improvements now and build long-term resilience for the future.

Summary of our HNB plan

Safe, clean and green city

1 Tackle 'envirocrime', including fly tipping, littering, graffiti and other nuisances.

We do this by:

- issuing and monitoring fixed penalty notices for fly tipping and littering
- responding to reports of graffiti
- using our CCTV service to monitor and raise incident reports to relevant authorities.

2 Tackle anti-social behaviour (ASB).

We do this by:

- responding to reports of ASB
- recording and monitoring ASB cases under Portsmouth Homes and carrying out case reviews to ensure best practice across

3 Ensure robust regulatory services including around housing standards.

We do this by:

- using the results of our tenancy satisfaction measures (TSMs) to reflect on and compare our landlord services
- inspecting licensed HMOs using the Housing Health and Safety Rating System (HHSRS) to identify and evaluate defects and deficiencies
- reactively responding to complaints of damp and mould
- taking enforcement action against landlords who fail to comply with regulations.

Supporting residents in need

1 Provide support for people with the cost of living.

We do this by:

- distributing funds from the Household Support Fund to residents most in need to help with everyday essentials like food and energy bills

- progressing the anti-poverty measures as set out in the Health and Wellbeing Strategy 2022–2030.

2 Provide high quality social landlord services.

3 Bring forward schemes to increase housing availability.

4 Prioritise social and affordable homes and homes for people with additional needs.

5 Reduce the use of temporary accommodation.

We do these by:

- employing money advisors within Portsmouth Homes to support residents with budgets and maximising income
- providing technology and safety equipment through our Safe at Home service to help people stay safe and independent in their own homes
- working with tenants and landlords to keep people in their homes in cases of potential homelessness

- aiming to complete the purchase of 200 homes by the end of 2026/27 which will relieve the need for temporary accommodation.

Protecting our environment

1 Develop solutions to address waste reduction, increasing reuse and recycling and responsible waste disposal.

We do this by:

- monitoring recycling and domestic waste rates by providing an in-house service
- providing a garden waste collection service on subscription.

2 Ensure the organisation is doing all it can to be environmentally responsible in its activity, including reducing carbon emissions in line with our net zero commitments.

We do this by:

- supporting households with energy efficiency advice and upgrades (such as LED lightbulbs, white goods, and boilers) through the LEAP scheme and our Switched On Portsmouth service
- improving private residential homes with large energy efficiency measures (such as solar PV, insulation and air source heat pumps) through the Warmer Homes programme
- monitoring valid display energy certificates (DEC) of public buildings to help raise public awareness of energy efficiency
- delivering energy efficiency and low-carbon heating upgrades through the government's Home Upgrade Grant (HUG) scheme to low-income, off-gas, and low EPC rated homes.

Strengthening the city economy

1 Create a model for youth provision that helps young people have access to opportunities.

We do this by:

- running youth groups and tracking attendance to encourage a wider demographic of young people to take part
- holding healthy conversations with young people about issues affecting them locally and nationally, including topics such as knife crime, county lines exploitation, and vaping

2 Provide support that enables businesses to locate and grow in Portsmouth, and residents to get the skills they need to access the jobs created.

We do this by:

- employing a resident engagement team who support Portsmouth Homes residents to develop skills, improve their confidence and access employment opportunities.

Regulatory standards for social housing landlords

Portsmouth City Council's social housing landlord (Portsmouth Homes) like all social housing landlords, is now subject to regulation by the Regulator of Social Housing. Under the Housing and Regeneration Act 2008, the new Consumer Standards took effect from 1st April 2024, and the council must now comply with the [regulatory standards for landlords](#), which govern landlord performance across safety, quality, repairs, tenant engagement, and value for money.

which govern landlord performance across safety, quality, repairs, tenant engagement, and value for money.

To ensure adherence to these standards, the regulator operates a cyclical inspection framework, inspecting all social landlords with more than 1,000 homes at least once every four years. We are required to submit key data, including quarterly fire safety remediation surveys and annual tenant

satisfaction measures, and must self-refer if they suspect they are falling short.

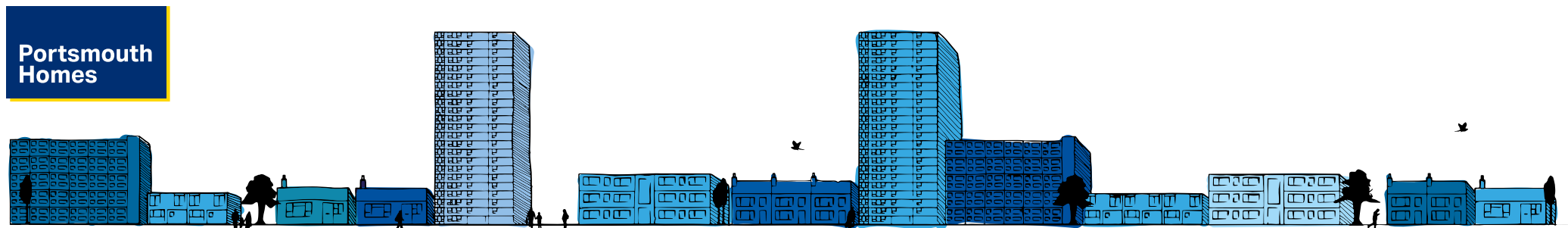
In January 2025, following a self-assessment and self-referral Portsmouth City Council received a C3 consumer grading, meaning failings were identified and improvements are necessary, specifically against the safety and quality standard. The judgement highlighted areas such as fire safety, electrical testing, and up to date stock condition data. We proactively self-referred after completing our own self-assessment and are now delivering a robust action plan to meet regulatory requirements and to be the C1 graded landlord that we should be. We meet with the regulator to review our improvement plan and report our progress to our residents and cabinet member for housing and tackling homelessness. When Portsmouth Homes is inspected by the regulator, the regulator will assess our service against all parts of the consumer standards and issue a regulatory judgement.

Please see here for the latest update report on our [Compliance with housing standards](#).

Portsmouth Homes overall governance and oversight of the regulatory work is set out in the schematic below.

We are committed to aligning our practices with the regulator's consumer standards by implementing enhanced monitoring, upgraded safety systems, and improved tenant communications. These steps are central to our business plan, underpinning our dedication to providing safe, decent, and responsive social housing.

- [Neighbourhood and Community Standard](#)
- [Safety and Quality Standard](#)
- [Tenancy Standard](#)
- [Transparency, Influence and Accountability \(including Tenant Satisfaction Measures\)](#)
- [Consumer standards Code of Practice](#)



Tenant satisfaction measures (TSM)

Tenant satisfaction measures (TSMs) are designed to make landlord performance clear and transparent.

Introduced by the Regulator of Social Housing, they help tenants understand how well their landlord is delivering services and provide a means of holding landlords to account for their performance.

Each measure provides insight into a specific area of services – such as repairs, building safety, complaints handling and overall tenant satisfaction – while the full set of measures give an overall picture of landlord performance across key themes.

TSMs also enable tenants to compare the performance of different social housing landlords, helping to drive improvements across the sector by increasing transparency and accountability.

Portsmouth Homes publishes its results and supporting information on its website: [Tenant Satisfaction Measures](#)



Complaints and compliments

Portsmouth Homes (landlord services)

Portsmouth Homes provides a clear, fair and accessible process for residents to raise complaints or share compliments. The Portsmouth Homes landlord complaints team ensures concerns are handled with transparency and empathy, in full alignment with the Housing Ombudsman's complaint handling code and the consumer standards.

We use feedback to identify themes, share learning with service areas, and drive continuous improvement across landlord services.

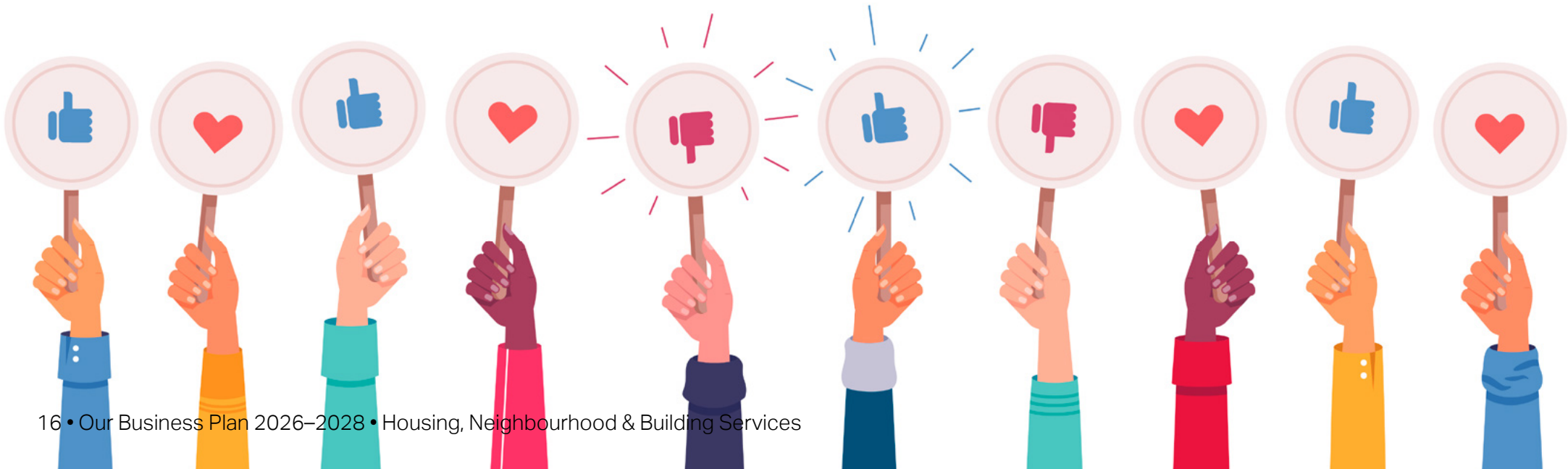
General funded HNB services (corporate complaints process)

For all other HNB services (not within Portsmouth Homes), complaints and compliments are managed through Portsmouth City Council's corporate complaints policy. This ensures a consistent, resident-focused approach, clear escalation routes, and accessible ways to give feedback.

Complaints and compliments are monitored to highlight good practice, address issues, and support ongoing improvement across general funded services.

Learning from feedback

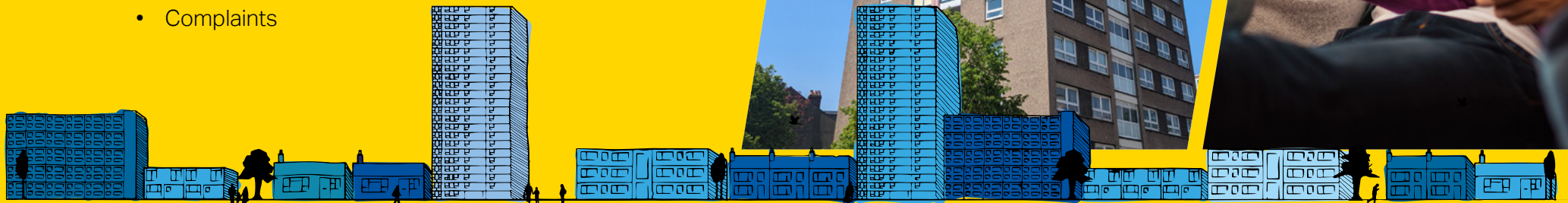
Across both landlord and corporate processes, we treat complaints and compliments as valuable insight. Feedback is reviewed regularly, shared with managers, and used to improve services and customer experience.



Portsmouth Homes

The Portsmouth Homes service comprises:

- Neighbourhood services
- Anti-social behaviour
- Building repairs
- Compliance
- Capital projects
- Housing community services
- Resident engagement
- Play and youth services
- Community centre management
- Policies
- Complaints



Corporate priorities and related HNB benchmark figures

Safe, Clean and Green City – working with partners to make our streets, roads, homes and public spaces safer, cleaner and greener

- Tackling anti-social behaviour (ASB)
- Ensuring robust regulatory services including around housing standards (Tenant Satisfaction Measures)

Key Performance Indicator	Baseline	Q1 25/26	Q2 25/26	Q3 25/26	Q4 25/26
Number of Portsmouth Homes ASB cases open (rolling)	429	503	708	583	509
Number of Portsmouth Homes ASB cases closed (Q)	198	209	323	149	108

Supporting residents in need – making sure that when people need additional help to live their lives, it is there for them

- Continuing to provide high quality services as a social landlord

Key Performance Indicator	Baseline	Q1 25/26	Q2 25/26	Q3 25/26	Q4 25/26
Number of Portsmouth Homes residents who increased their income after seeing a money advisor	320	136	94	161	148
Total income gained	£503,791	£248,028	£284,534	£260,164	£295,449

Strengthening the city economy – to strengthen the city economy, creating jobs and opportunities for residents

- Creating a model for youth provision that helps young people have access to opportunities
- Providing support for residents to get the skills they need to access the jobs created

Key Performance Indicator	Baseline	Q1 25/26	Q2 25/26	Q3 25/26	Q4 25/26
% of visits to youth centres by ethnic minorities	6%	9%	12%	12%	12%
% of visits to youth centres by SEND	12%	10%	20%	20%	28%
Healthy conversations					
Not in education (NEET)	2,207	2,563	2,117	2,112	2,753
Healthy relationships	2,515	2,847	1,612	1,867	2,093
Healthy lifestyle	2,277	3,287	2,726	2,755	3,051
Mental health	1,070	1,853	1,138	1,748	2,721
Drugs, alcohol, smoking, vaping, gaming, and gambling	2,266	2,785	1,790	2,830	3,534

*Baseline figures are taken from Q4 in 2024/25.



Overview of Portsmouth Homes

Portsmouth City Council's housing service is provided by Portsmouth Homes and is an identifier to separate the responsibilities of the local authority and that of the landlord.

The housing revenue account provides landlord services for approximately 15,500 social rented properties across the city of Portsmouth, and has significant stock in some Havant, Fareham, Gosport and Winchester, as well as 1,800 leaseholders including shared owners and freehold owners. Our housing management services are provided via three area offices, as well as from community bases in the neighbourhoods where our properties are. To help our residents maintain successful tenancies, each is allocated a specific housing officer who can access support for all housing management functions. They also support with debt advice, tenancy changes (including exchanges), tenancy breaches and anti-social behaviour.

We have two customer service teams, on and off island, taking all calls into the housing offices, providing support to tenants for general enquiries, repairs issues, contents insurance, garage and parking licences and other ad-hoc administration.

In addition to housing officers, we also have a tenancy support team, to help tenants with complex needs where the need is unmet and threatening tenancy sustainment.

We also have a money advice team who can provide welfare and benefit advice as well as debt advice to all tenants.

Within the general housing stock, we have a portfolio of stock designated to sheltered housing, predominantly for those over the age of 55 with identified support needs. In addition to this, we also have a portfolio of stock designated to supported housing, providing the accommodation with support providers delivering on-site 24-hour support. Portsmouth Homes also enables home ownership through the provision of the services of right to buy, shared ownership, leasehold services and freehold management.

The right to buy service enables Portsmouth Homes assets to be protected so that only eligible tenants can purchase their home. The replacement homes service undertakes the repurchase of ex-council housing and other housing to boost Portsmouth Homes stock. Shared owners and freehold owners where service charges are collected and includes all aspects of leasehold management.

Where we are today

Portsmouth Homes enters this period with several clear strengths. Resident satisfaction remains high, with over 83% of tenants reporting positive views of our core landlord services, including repairs and home safety. Our commitment to building safety is equally strong, with a £180m building and fire safety investment programme underway and high compliance rates for essential safety checks including gas, electric, asset surveys and carbon monoxide detectors. These achievements reflect the dedication of our teams and the positive relationships we have built with residents.

We are equally proud of the way residents play an active role in shaping services. Our well-established engagement groups help influence policy, identify priorities and codesign improvements. Strong leadership across Portsmouth Homes also ensures consistent direction, professionalism and a culture of accountability.

However, we also recognise where we can improve, and strive to ensure continuous improvement in every aspect of service delivery. In January 2025, the Regulator of Social Housing issued a C3 judgement related to aspects of the safety and quality Standard.

We acted quickly, strengthening our compliance framework, enhancing governance and agreeing clear improvement plans. We continue to meet regularly with the regulator to track progress and ensure that residents can be confident in our commitment to safe, high-quality homes.

Key challenges for Portsmouth Homes

There is significant demand in the city for social housing and a lack of opportunity, space or financially viable housing development.

Portsmouth Homes also faces challenges in making sure that services are delivered in a way that better reflects the needs of its tenants, as the proportion of tenants with additional needs increases.

Portsmouth Homes is also now regulated by the Regulator for Social Housing and must evidence how its service meets the requirements of the four consumer standards and expectations from the housing ombudsman service.

Portsmouth Homes is also embarking on a five year programme to improve its stock with significant capital works programmes to ensure that its homes meet new compliance criteria as set out in

the Building and Fire Safety Acts, as well as trying to meet energy efficiency targets and decent homes standards, which is putting added financial pressure on the housing revenue account (HRA).

Neighbourhood services

Neighbourhood services play a vital role in enabling Portsmouth Homes to meet its responsibilities as a social landlord by ensuring that our estates, blocks and communal environments are safe, clean and tidy. The service helps to promote positive tenancy conditions, regulatory compliance, and community wellbeing across all Portsmouth Homes neighbourhoods.

The neighbourhood services team delivers core estate management and safety functions, carrying out regular inspections of communal areas and undertaking essential compliance checks including fire alarms, fire doors and communal lighting.

- Neighbourhood wardens identify and address issues such as litter, bulky waste, inappropriate use of shared spaces and low-level antisocial behaviour, as well as responding to reports of fly-tipping and abandoned vehicles.

- Our cleaning service maintains internal and external communal areas to a high standard. This includes routine cleaning of shared hallways, stairwells and entrances, jet washing of hard surfaces, high-reach window cleaning and removal of bulky items to maintain safe and accessible spaces.
- The grounds and parks maintenance service provides the ongoing care of communal green spaces, play areas and associated estate land. Regular grass cutting, hedge trimming, litter removal, equipment inspections and seasonal planting help keep neighbourhoods attractive, safe and welcoming.

Neighbourhood services also support broader community engagement through initiatives such as maintaining community assets like the Landport community garden and grow zone. These activities encourage tenant involvement, support environmental improvement and help build stronger, more connected neighbourhoods.

Anti-social behaviour (ASB)

Portsmouth City Council's anti-social behaviour unit aims to resolve issues affecting community safety

and quality of life by supporting victims and addressing problematic behaviours, working with partners like housing officers and police, and using interventions such as mediation, education, patrols, and formal action to manage noise, intimidation, vandalism, and other nuisances, ensuring residents can live peacefully.

Key functions include:

- Support victims and perpetrators: Offers help to those affected by ASB and works with individuals causing it, sometimes linking them with support services like mental health or addiction help.
- Interagency collaboration: Works closely with police, housing associations, and the Safer Portsmouth Partnership (SPP) to tackle issues effectively.
- Preventative measures: Uses community wardens for patrols, installs CCTV, and educates youth to prevent ASB before it escalates.
- Mediation and resolution: Facilitates mediation and uses restorative justice to find common ground and resolve disputes, focusing on stopping behaviour rather than just punishing people.

- Formal intervention: Coordinates formal actions, including tenancy enforcement or legal measures (like injunctions), for persistent problems.
- Case review: Provides a mechanism for residents to request a review if they're unhappy with how their ASB case is being handled.

Building repairs

The repairs service ensures homes are safe, well-maintained, and ready when people need them. They manage day-to-day repairs, urgent issues, and empty homes (voids). Over the coming years, they will:

- Bring in a new, better value-for-money repairs and maintenance contract for 2027
- Strengthen how damp, mould, and other serious hazards are handled, ensuring quicker responses and full compliance with new laws
- Improve response times for emergency and urgent repairs
- Speed up work on empty homes to reduce waiting times for re-letting

- Enhance communication with residents through better reporting options and real-time repair updates
- Review staffing to ensure the right skills and capacity to deliver high-quality repairs and contract management

Compliance

The compliance team makes sure all Portsmouth Homes properties meet essential safety standards across gas, electrical, fire, water, asbestos, and lift compliance. Their focus includes:

- Achieving 100% compliance across the “big six” safety areas
- Embedding new gas safety contracts to maintain heating and hot water safely
- Managing vital safety contracts (fire equipment, water hygiene, lifts, heat networks)
- Ensuring fire risk assessment actions are completed promptly
- Maintaining safety in high-rise buildings and working with regulators for certification

- Strengthening staffing to ensure robust oversight of safety, contracts, and building/fire management

Capital projects

The capital projects team delivers large-scale improvements to buildings and infrastructure that keep homes safe, modern, and well-maintained.

They are responsible for:

- Completing fire safety remediation across high, mid, and low-rise buildings
- Delivering ongoing capital maintenance and improvement programmes for Council homes
- Building new homes across key development sites (e.g. Bunting Gardens, Somers Orchard)
- Managing and improving the Charles Dickens heat network

Housing community services

This service is comprised of three distinct workstreams:

- resident engagement
- play and youth services
- community centre management

Resident engagement

The Social Housing Regulation Act 2023 aims to put residents, and resident’s voice at the heart of social housing delivery. The resident engagement team is responsible for supporting Portsmouth Homes tenants and leaseholders in having a voice in shaping housing policies and housing services to residents. They consult with tenants, both formally and informally, and seek to ensure all areas of the business consider how they can engage with residents and learn from customer experiences.

The team encourages resident involvement in all areas, seeking opportunities across services e.g. in the recruitment of key staff; the procurement of services; how we communicate etc. They also encourage participation in local communities, offering recreation sessions, use of community spaces, and supporting and developing resident associations.

The workstream is also a key communication channel, producing three issues of the tenant and leaseholder magazine, House Talk, three times per year.

Contributing towards the city vision objectives of lifelong learning and creativity the team aims to

support the council's residents with employment and training, providing advice and support to tenants including help with CVs, training courses and interview travel costs.

Play and youth services

The play and youth service operates six staffed adventure playgrounds, four youth clubs, and three youth projects across the city, delivering key outcomes for children and young people.

These spaces provide safe, recreational environments that support informal learning and development from early childhood through to adulthood. The service prioritises mental health and wellbeing, with staff trained in safeguarding, restorative practice, and supporting families. Workshops address issues including domestic abuse, healthy relationships, knife crime, exploitation, and healthy lifestyles, functioning as an early intervention service to reduce anti-social behaviour, mitigate risks, and improve life chances.

The adventure playgrounds promote 'freely chosen play' in line with Article 31 of the UN Convention on the Rights of the Child, supporting participation in play, recreation, and cultural activities.

By providing additional programmes and opportunities, the service enables children and young people to access a broad range of leisure and cultural activities. Engagement in service design and city-wide consultations ensures that young people's voices inform provision and foster active citizenship.

The service collaborates with partners including schools, youth offending teams, young carers, children's social care, and the police. A notable example is the successful delivery of the holiday activities and food (HAF) programme; further details are available in the [HAF Annual Report 2024](#).

In 2026 new youth space for 14–25-year-olds will open in Stamshaw. A collaboration between play and youth and the careers service, majority funded by BAE, the space will provide careers support to young people, alongside youth provision developing the model for youth provision that helps young people have access to opportunities and to develop their skills and interests.

Community centre management

Managing five community centres across the city, facilities provided include cafes, gyms, sports halls, fitness studios, IT suites, meeting halls and nursery space.

As an informal environment community centres can help break down barriers between different community groups and build trust.

Contributing towards the vision of a city rich in culture and creativity through the opportunities they provide to residents they also contribute directly towards mental and physical wellbeing (healthy and happy city). With a robust hiring policy and safeguarding checks completed, spaces can be hired at reasonable rates. Hirers offer a range of activities, such as boxing; craft; u3a; and specialist wellbeing and support activities and group meetings.

A bid submitted in December 25 will hopefully see community centres receiving Sports England funding for 26–28, supporting the development of the healthy living scheme, as part of a collaborative city place-based initiative which seeks to support people to take control of their own health and wellbeing, and adopting healthier lifestyles.

Policies

The policy team contribute to our success as a landlord by developing and implementing policies that promote compliance, stakeholder engagement, and continuous improvement.

The primary objective is to develop and implement effective policies that align with our priorities and regulatory requirements. This includes researching best practices, drafting policy documents, and ensuring successful implementation.

Other key objectives and workstreams are:

- Ensuring compliance with all relevant laws, regulations, and standards through continuous monitoring, reviews, and guidance provided by the policy team.
- Regularly evaluating the effectiveness of policies, identifying areas for improvement, and implementing necessary adjustments.
- Delivering training and education to employees and stakeholders to ensure consistent understanding and application of policies.
- Maintaining accurate records and reporting regularly on policy activities and outcomes to support transparency and accountability.

Portsmouth homes complaints service

The Portsmouth Homes landlord complaints team ensures that every resident of Portsmouth Homes has access to a fair, transparent, and efficient process for raising concerns about the services provided. The team is dedicated to facilitating straightforward communication, ensuring resident feedback is acknowledged and addressed appropriately.

A safe and respectful environment is maintained for residents to express dissatisfaction, with the team taking full responsibility for the careful handling of each concern.

The team's approach is aligned with the requirements of the housing ombudsman and the regulator of social housing. Adherence to the housing ombudsman's complaint handling code is embedded throughout the complaints process, ensuring openness, accountability, and consistency. The team also supports Portsmouth Homes' compliance with consumer standards, contributing to regulatory requirements for safety, quality, transparency, and resident engagement

by handling complaints fairly and driving improvement.

Beyond resolving individual cases, the team analyses complaint trends and resident feedback to identify areas for improvement. Collaboration with other service areas enables the identification and resolution of root causes, strengthening organisational systems and enhancing the overall resident experience.

The Portsmouth Homes landlord complaints team is integral to building and maintaining trust between Portsmouth Homes and its communities. Through robust investigation, a resident-focused approach, and a commitment to continual learning, the team supports a culture of fair resolution, regulatory compliance, and ongoing improvement.

Private Sector Housing



Corporate priorities and related HNB benchmark figures

Safe, clean and green city – working with partners to make our streets, roads, homes and public spaces safer, cleaner and greener

- Maintaining robust housing regulation and standards.

Key Performance Indicator	Baseline	Q1 25/26	Q2 25/26	Q3 25/26	Q4 25/26
Number of HMO inspections made	231	214	209	199	236
Number of private homes made safe to live in	406	414	416	427	565
Number of damp and mould complaints received by the housing regulation team	32	14	16	42	53
Total number of enforcement actions taken	39	22	76	33	79

**Baseline figures are taken from Q4 in 2024/25.*

Supporting residents in need – Make sure that when people need additional help to live their lives, it is there for them

- Delivering high-quality social landlord services and prioritising affordable and supported housing.

Key Performance Indicator	Baseline	Q1 25/26	Q2 25/26	Q3 25/26	Q4 25/26
Total number of Safe at Home customers	1,206	1,186	1,236	1,229	1,238
Number of home safety visits made	71	59	62	55	Awaiting

**Baseline figures are taken from Q4 in 2024/25.*

The private sector housing department has several aims to improve the quality of private housing in the city:

- **Houses in multiple occupation (HMOs)** – making sure they are managed by a fit and proper person and free from serious hazards. This includes discretionary licensing of all smaller HMOs in the city from September 2023 to August 2028.
- **Enforcement of housing standards** – responding to tenant complaints about disrepair, and using public health legislation to tackle drainage problems, rubbish accumulation and other nuisances. This also includes enforcement of the Renter's Rights Act 2025 from May 2026 which includes tenancy-related offences.
- **Empty homes** – supporting homeowners to bring them back into use.
- **Vulnerable residents** – helping them stay safe and independent through our [Safe at Home telecare service](#) and [Disabled Facilities Grants \(DFG\)](#) administered by the housing renewals team.

- **City vision** – ensuring properties are safe, well managed, and in line with this.

The department's work also involves:

- Supporting the [Private Rental Sector Strategy for Portsmouth 2021–2026](#) and its objectives.
- Administering mandatory DFGs to provide home adaptations for people with disabilities.
- Working with adult social care and Queen Alexandra Hospital to support the safe discharge of patients to their homes.

Providing loans and adaptations to help people remain independent at home. This support is important given Portsmouth's ageing housing stock, which can present challenges for people with disabilities or mobility issues. The [Health and Wellbeing Strategy 2022–2030](#) also identifies opportunities for the Council to help landlords provide safe, warm and healthy homes as the private rented sector continues to grow.



Housing needs and supply

The housing need and supply service comprises:

- Housing needs, advice and support
- Housing supply and renewal



Corporate priorities and related HNB benchmark figures

Supporting residents in need – Make sure that when people need additional help to live their lives, it is there for them

- Continuing to provide high quality services as a social landlord prioritising social and affordable homes and homes for people with additional needs

Key Performance Indicator	Baseline	Q1 25/26	Q2 25/26	Q3 25/26	Q4 25/26
Total number of households on the housing register	2,860	2,774	2,806	2,890	2,896
Number of new housing applications received	678	647	677	582	670
Number of approaches where homelessness was prevented in the quarter	54	81	84	76	69
Number of approaches where homelessness was relieved in the quarter	88	94	92	125	98
Total households in temporary accommodation under a statutory duty	476	462	472	511	541
Number of families in temporary accommodation	311	317	328	342	372
Number of families in B&B and Hotels	26	15	7	3	6
Number of rough sleepers in pathway accommodation at end of quarter	104	89	80	88	81
How many people left the sleeping pathway into settled accommodation	38	34	32	20	27

**Baseline figures are taken from Q4 in 2024/25.*

Housing needs, advice and support

This department provides a number of statutory services.

The assessment and advice team are often the first port of call for people who are homeless or threatened with homelessness. They respond with compassion and empathy whilst carrying out the local authority's statutory duties in this regard.

Applications are assessed against statutory criteria, housing advice is given, and plans are agreed with customers with the aim of avoiding homelessness.

The temporary accommodation team will, for example, arrange temporary accommodation for eligible homeless customers, ensuring they have somewhere safe to stay whilst their application is being dealt with.

The service also provides support to customers to access the private rental sector. This includes support to vulnerable groups such as those in temporary accommodation or at risk of homelessness.

The service is responsible for the oversight of homes for Ukraine and ARAP schemes.

Health and wellbeing strategy objectives and actions

Objective	Action
Implementing the homelessness and rough sleeping strategy to provide support for those vulnerable people in greatest need of housing	Work together as a city to take an 'accommodation first, not accommodation only' approach to support and safeguard anyone at risk of sleeping on the streets of Portsmouth.
	Working with vulnerable people to develop personal housing plans to make it possible for them to find and sustain housing.
	Building on the learning from the pan- demic response to street sleeping to create long term sustainable support.

The rough sleeping team operates the city's rough sleeping day service ('hub'), working with people who are rough sleeping, ensuring they are safe, their basic needs met, and helping them access accommodation. As well as supporting rough sleepers into accommodation, the programme also provides outreach and day services and works with the voluntary sector to identify and provide further services. The rough sleeping pathway enables both the provision of temporary accommodation and longer-term support into settled housing.

Services commissioned via this department also include supported housing services for people who are threatened with homelessness, including adults, young people and families.

The private rental sector access service (PRS) provides support to customers to access the private rental sector. This includes support to vulnerable groups such as customers on the rough sleeping pathway, those in temporary accommodation or at risk of homelessness.

Housing supply

This service delivers new social homes through Portsmouth Homes and manages their integration into the housing revenue account (HRA). Housing supply includes acquiring homes from the market and building new Council homes, supporting the growth and effective management of the HRA, and ensuring Portsmouth Homes can meet changing housing needs in the short, medium and long term.

Acquisition of homes

Acquisition is a key part of housing supply, enabling flexible responses to housing needs. Two complementary models are used: replacement homes and homes for TA, each addressing specific requirements and property types.

Replacement homes

Following Department for Communities and Local Government Right to Buy provisions (2012), homes sold through right to buy are replaced, funded by sales receipts, through new builds or repurchasing properties.

Replacement homes are prioritised for acute housing needs, with a focus on larger family homes, ground floor units and adaptable properties, addressing high demand and supporting a balanced housing stock.

The City Vision 2040 includes commitments to buy back former council properties for local families in need. Replacement homes play a vital role in fulfilling this pledge.

Homes for TA

Homes for TA is a council-approved programme to increase good quality, self-contained temporary accommodation and reduce reliance on expensive nightly provision. At least 200 homes will be acquired over 2025/26 and 2026/27.

The programme prioritises one and two-bedroom properties, matching the temporary accommodation needs of households and enabling large-scale acquisition. The second year focuses on further acquisitions, improving value for money and reducing budget pressures.

New homes

Providing new homes is central to housing supply and vital for the long-term growth of the HRA. Currently, new homes are delivered via direct development, with plans to explore alternative delivery models and expand partnerships and acquisitions.

Direct development

The Council is advancing a substantial programme of directly delivered new build housing, from feasibility and planning through to construction and completion. Many schemes are part of the capital programme and scheduled for delivery in coming years. Direct development ensures homes meet identified needs and asset management objectives.

Alternative delivery models and partnerships

Throughout the plan period, the Council aims to develop alternative delivery models for new homes on Council land, including commercial, contractual and partnership approaches, for efficient and scalable delivery.

The Council also plans to acquire developments led by others and collaborate with registered providers and other partners, supporting the growth of HRA housing stock.

Empty properties

The [Portsmouth Empty Private Residential Property Strategy, December 2025-December 2030](#) is a key strategy for the directorate. Empty properties are a wasted resource and therefore part of the housing supply strategy is to identify empty private properties and bring them back into use.

The strategy identifies four aims particular to Portsmouth:

- 1 Maximise the usable housing stock in the city by supporting owners of empty private residential properties to return them to functional homes.
- 2 Tackle the problems that empty properties cause local residents, particularly focussing upon environmental issues.
- 3 Work in a more joined up way across Council departments who have an interest

in addressing the issues related to empty properties and broaden the way the Council works with external partners. To make bringing back into use empty properties everyone's business.

- 4 Intervene at the earliest opportunity after a property becomes empty, to reduce the number of properties that become empty long-term, and the issues associated with this.

Housing enabling

Housing enabling refers to actions the council can take, to maximise affordable housing provision in the city. This is achieved through acquisition programmes, private leasing schemes, direct delivery of new build housing developments, alternative delivery solutions with third parties and working in collaboration with the economy, transport and planning directorate on regeneration schemes.

Housing register

Under the Housing Act 1996, the Council has a housing allocation scheme which governs who is able to join the register and with what level

of priority, as well as how vacant properties are allocated.

The housing register and allocations team consider assessments over telephone, email and in person – regularly visiting people in their homes to understand any impact their existing property is having on them – and allocate available properties according to the policy. Where Portsmouth residents need help but are not eligible for the waiting list, advice is also available from the team.

The service has key relationships with business partners across the Council, for example with Public Health, Portsmouth Homes, adult services and children's services.

Neighbourhood services

The Neighbourhood service comprises:

- Community safety
- Waste services



Corporate priority and related HNB benchmark figures

Safe, clean and green city – work with partners to make our streets, roads, homes and public spaces safer, cleaner and greener

- Tackle envirocrime including fly tipping, littering, graffiti and other nuisances
- Ensure robust regulatory services including around housing standards
- Tackling anti-social behaviour

Key Performance Indicator	Baseline	Q1 25/26	Q2 25/26	Q3 25/26	Q4 25/26
Number of fly tipping / littering FPN's issued	98	99	97	71	79
Graffiti demands	73	61	103	119	49
Number of incidents witnessed by CCTV service	1438	1577	1651	1461	1411
Number of reports of ASB	154	185	230	146	142

**Baseline figures are taken from Q4 in 2024/25.*

Protecting our environment – Protect and enhance the natural and built environment of the city

- Develop solutions to address waste reduction and increase recycling

Key Performance Indicator	Baseline	Q1 25/26	Q2 25/26	Q3 25/26	Q4 25/26
Estimated Portsmouth City Council recycling rate	27.90%	27.50%	27.50%	27.50%	27.50%
Tonnages of domestic waste collection (Kerb side refuse, recycling collection and glass bank collection average per month)	3,450	3,440	3,415	3,409	3,521
Number of members of 'Leaf it out'	9,969	10,883	10,927	10,876	10,934
Bin collection misses, average per week	112	111.4	142.7	121.1	113.5

**Baseline figures are taken from Q4 in 2024/25.*

Neighbourhood services

The operation of the neighbourhood service contributes to a healthy and happy city; it gives the residents of the city a pleasant and safe place to live. A clean city also means that Portsmouth is a more attractive investment opportunity.

The two key strategies directing the delivery of this service are the joint municipal waste management strategy and the greening strategy.

The [Joint Municipal Waste Management Strategy](#) was approved by the Cabinet Member for Community Safety and Environment on 1 December 2021. This strategy confirms the direction of the project integra partnership with regard to development and delivery of waste management to meet the requirements of the Environment Act 2021. The partnership is an agreement between Portsmouth, Southampton and Hampshire authorities.

The [Greening Strategy](#) was approved by cabinet on 10 March 2020. This strategy provides the direction for urban greening including both public and private space and provides the approaches all departments of the Council will take to increase the level and impact of greenery across the city.



Neighbourhood services team

Neighbourhood services help keep public areas across the city safe, clean and tidy. The team delivers a range of community-focused functions, including the upkeep of public toilets and specialist environmental services such as graffiti removal.

The Green and Clean service maintains cleanliness in wider community space, such as libraries and other public facilities, supporting the Council's Green City priority and making Portsmouth a more attractive place to live. The team also provides litter picking equipment for organised community clean ups.

Dog warden and kennelling service

In addition to dealing with dog fouling and dogs off leash via the community safety team, the Council also has a statutory duty under section 149 of the Environmental Protection Act 1990 to appoint an officer to deal with stray dogs. This responsibility falls to the directorate and is met via purpose-built kennels in Burrfields Road which receives local as well as some neighbouring local authorities' dogs, together with a strong working relationship with Battersea Dogs Home. The service recently was awarded the RSPCA Platinum stray dogs award and have had 10 consecutive years of receiving an award for their work.



Community safety

This service covers the provision of community wardens and environmental enforcement, to manage issues in the city including antisocial behaviour, nuisance, dog issues, unauthorised encampments and fly-tipping. It means the residents in the city's communities can feel safe where they live.

CCTV provision, with cameras located in housing areas and at key traffic points contributes to a safe city for residents and businesses, enhancing the reputation of the city. The service also collaborates in this endeavour with the police.

Domestic waste collection and disposal services

In contributing to the green city objective, the aim of this service is to maximise recycling in the city and reduce waste. The Council as a unitary authority has statutory duties under the Environmental Protection Act 1990 as both a waste collection authority and a waste disposal authority.

The waste collection team operate out of our Alchorne Place Depot undertaking refuse, recycling, food waste, glass, garden, bulky waste

and healthcare collections. The service undertakes over nine million collections a year and operates a fleet of 30 refuse and food waste collection vehicles. Presently, the service is working in partnership with Havant Borough Council rolling out separate food waste collections to Havant residents.

The service jointly manages two disposal contracts with our waste disposal partners Hampshire County Council (HCC) and Southampton City Council (SCC).

- The household waste Recycling Centre (HWRC) contract managed by Veolia. The Council provides residents the Portsmouth HWRC at Port Solent, but they can use any of the 26 HWRCs across Portsmouth, Hampshire and Southampton.
- The integrated waste disposal contract managed by Veolia. This contract provides three energy recovery facilities, two materials recovery facilities, two composting sites, 14 transfer stations and food waste and bulky waste disposal. Presently the service is working with HCC and SCC to construct a new twin stream materials recovery facility which will meet the Environment Act simpler recycling



obligations to collect glass, plastic packaging, foils and cartons from the kerbside. The facility should come into use in summer 2028.

Key challenges for neighbourhood services

The key challenges for the neighbourhood service are to, where possible, reduce reactive services to anti-social behaviour by increasing early interventions. This relies on wider Council strategy such as multi-agency working via the safer portsmouth partnership (which has merged with the trust to form the health and wellbeing board). There is also a challenge with regard to changes to waste collection services and piloting new initiatives.

Building services

The Buildings service comprises:

- Building repairs
- Compliance
- Capital projects
- Asset management
- Energy and sustainability services



Corporate priority and related HNB benchmark figures

Protecting our environment – to protect and enhance the natural and built environment of the city

- Ensuring that the organisation is doing all it can to be environmentally responsible in its activity, including reducing carbon emissions in line with our net zero commitment

Key Performance Indicator	Baseline	Q1 25/26	Q2 25/26	Q3 25/26	Q4 25/26
Number of homes supported by energy services team	334	152	154	201	211
Number of properties improved by the energy services team	5	1	29	23	22
Valid DEC (Display Energy Certificates) across Portsmouth City Council's portfolio	71/74 (96%)	70/75 (93%)	70/73 (96%)	69/71 (97%)	69/72 (96%)
HUG 2 (Home Upgrade Grant) Project spend (Project lifespan 14/8/25 – 30/6/28)	£3,388,223	£2,742,270	£1,304,073	£4,547,398	£5,890,969
Solar PV – Total renewable energy generated (kWh per quarter)	6,231,103	6,993,234	6,706,650	6,905,899	6,733,060

*Baseline figures are taken from Q4 in 2024/25.



Building services

Energy and sustainability service



The energy services team identify, develop, and deliver projects to increase energy efficiency and renewable generation, reduce energy usage, and advise more broadly on sustainability strategies, implementing workstreams to reduce carbon emissions across the Council's and other external clients' portfolios. The Team manages the Council's 'switched on' services (link to SoP), offering bespoke energy advice, home visits and fully funded measures to Portsmouth (and surrounding areas) residents, helping to reduce energy bills and tackle fuel poverty. The Team is a key contributor to both the 'green city' and 'healthy and happy city' objectives under the city vision.

The team's key responsibilities include:

- supporting residents with energy advice and fuel poverty relief
- managing the delivery of the warmer homes programme

- identifying, developing, and delivering energy efficiency and generation opportunities
- utilities procurement and managing the corporate energy strategy
- maximising cost avoidance, income streams, and carbon emission reductions.

Repairs service



The repairs service is responsible for managing a repairs and voids service for Portsmouth Homes and Portsmouth City Council assets, ensuring Mountjoy Ltd and Comserv (UK) Ltd undertake the right repair at the right time and providing suitable homes when needed.

The service will also:

- support procurement of a new repairs and maintenance contract from April 2027, securing a reliable, value-for-money contractor for responsive repairs and voids, while maintaining service continuity during implementation.

- review the damp and mould policy to strengthen prevention and improve responses within statutory timescales
- prepare for the 2026 expansion of Awaab's Law, extending compliance to additional serious housing hazards (such as excess cold and heat, fire and electrical risks, falls, structural instability, and hygiene-related hazards) and ensuring safer homes for residents
- improve performance in emergency and urgent repairs to deliver a more responsive service
- review the voids policy and introduce void categories to reduce turnaround times, re-let properties more quickly and minimise rent loss
- improve repairs communication by reviewing reporting methods and providing better updates throughout the repair journey
- review and strengthen the repairs service structure to ensure sufficient capacity, skills and expertise across repairs, voids, surveying and contract management.

Asset management

The asset management service is responsible for managing the asset management strategy for Portsmouth Homes ensuring that we undertake evidence-led asset management and compliance and we move to a structured, evidence-led model that delivers safe, decent homes and regulatory compliance, embracing regeneration opportunities to deliver long-term financial sustainability.

- We will work towards achieving 100% stock condition survey coverage by increasing survey delivery capacity, and ensuring all property information is accurate and up to date. This will provide a robust evidence base for future investment planning, compliance, and long-term asset management.
- We will develop and implement a new asset management strategy that provides clear long-term priorities for investment, ensures compliance with emerging regulatory requirements, and supports the effective, sustainable management of our properties. This strategy will be informed by stock condition surveys and consultation with stakeholders. It will guide decision-making to deliver safe, high-quality, and financially resilient assets.

- We will develop a comprehensive planned maintenance programme that uses stock data to prioritise investment, improve property condition, and ensure compliance with statutory and safety requirements. This programme will support long-term sustainability, reduce responsive repair demand, and provide residents with well-maintained, high-quality homes.
- We will align our repairs and maintenance budgets with the demands of the building service by prioritising resource allocation, and ensuring investment is targeted where it delivers the greatest operational and customer impact. This approach will support financial resilience, maintain service quality, and ensure we can meet rising regulatory, compliance, and performance expectations.
- We will review our energy performance of our housing stock to develop a MEES strategy as part of our overarching asset management strategy.

Compliance



The compliance team is responsible for developing and overseeing compliance across Portsmouth Homes and Portsmouth City Council assets. This includes managing term service contracts and consultant frameworks related to compliance activities (as detailed below), as well as managing building safety for our high-rise buildings.

Overall building compliance is related to the Big 6 items including:

- Gas safety
- Electrical safety
- Lift safety
- Water safety
- Asbestos safety
- Fire safety

Our compliance commitments

- We will embed the new gas contract, to ensure Portsmouth Homes dwellings are safe in relation to gas safety. Carrying out landlord gas safety checks and maintaining heating and hot water to ensure a safe home for residents.
- We will improve our compliance levels across the Big 6 building compliance areas, aiming for 100% compliance for both Portsmouth Homes and Portsmouth City Council Properties.
- Working with other areas of building services, housing management and corporate assets to overcome access issues related to compliance activities.
- We will ensure the ongoing management, mitigation and completion of fire risk assessment actions across Portsmouth Homes and corporate assets.
- We will ensure the ongoing management of relevant contracts / frameworks to ensure that value for money is being achieved for the council and that services are receiving a good level of service. Including:
 - a. Portsmouth Homes gas contract
 - b. Commercial mechanical and electrical

- c. Lifts
- d. Fire compliance contract
- e. Water hygiene contract
- f. Asbestos surveying framework
- g. Building safety framework
- h. Charles Dickens heat network maintenance contract
- We will continue to manage building safety for our Portsmouth Homes high-rise buildings to ensure that they are safe for residents and working with the regulator to receive building assessment certificates.
- We will review and strengthen our staffing structure for the compliance service to ensure we have the right capacity, skills, and roles in place to manage compliance, contract management and building/fire safety demands effectively.

Capital projects

Maintaining, improving, and developing buildings and infrastructure by undertaking capital building projects for Portsmouth City Council and external clients.

- Deliver building safety remediation programme to address FRA actions and ensure the safety of residents whilst living in their homes
- Deliver mid and low-rise fire remediation programmes to address FRA actions and ensure the safety of residents whilst living in their homes
- Continuing to deliver HRA capital maintenance and improvement works
- Deliver HRA development programme – Bunting Gardens, Somers Orchard, Twyford Avenue and Hilsea Lodge
- Continue to develop and support chartered surveyors and apprentices
- Grow and develop the general fund team to deliver the general fund capital maintenance programme
- Charles Dickens heat network
- Working with Culture and Leisure to deliver – D-Day museum, Carnegie library, new theatre royal
- Working with Education to deliver – Omega centre, Trafalgar school, Admiral Lord Nelson
- Working with other Portsmouth City Council partners to deliver – Spinnaker Tower, Guildhall, Hilsea Lido

Corporate services

The corporate service comprises:

- Tackling poverty
- Systems development service
- Shared management and service arrangements:
Gosport Borough Council



Corporate priority and related HNB benchmark figures

Supporting residents in need – making sure that when people need additional help to live their lives, it is there for them

- Providing support for people with the cost of living

Key Performance Indicator	Baseline	Q1 25/26	Q2 25/26	Q3 25/26	Q4 25/26
HSF spend against allocation					
a) Spend for quarter [% of total HSF budget]	a) £1,177,707	a) £560,295	a) £1,038,329	a) £1,312,385	a) £3,327,922.34
b) Accumulative HSF spend for FY [% of total HSF budget]	b) £3,776,428	b) £560,295	b) £1,598,625	b) £2,350,714	b) £3,327,922.34
*HSF5 Apr24 – Sep24 and HSF6 Oct24 – Mar					
HSF application-based awards to Portsmouth Homes tenants including both 'Rented from the council' and 'Temporary Accommodation' (accumulative only)					
a) Total value awarded	a) £603,197	a) £107,840	a) £280,585	a) £445,460	Awaiting
b) Number of awards	b) 2014	b) 281	b) 976	b) 1,691	
c) Percentage of HSF awarded (application-based schemes)	c) 50.7%	c) 59.9%	c) 59.6%	c) 53.3%	

**Baseline figures are taken from Q4 in 2024/25.*

Tackling poverty

The healthy and happy city objective under the city vision includes progressing the tackling-poverty strategy which sits in the directorate.

The tackling poverty strategic coordinator works across the directorate, in collaboration with other directorates and the voluntary and community sector. Key partnerships include the Department of Work and Pensions, revenues and benefits service, children's services, housing associations, advice Portsmouth and HIVE Portsmouth. The postholder facilitates the universal credit partnership, the food support network and other initiatives in response to needs arising from the continued cost of living crisis. The postholder leads the management and delivery of the household support fund which provides financial assistance and targeted support to low-income and vulnerable households.

Within the directorate the postholder works closely with the housing money advice team, resident engagement team and switched on Portsmouth, to deliver the objectives outlined next.

The objectives for tackling poverty are contained in the health and wellbeing strategy 2022–2030, as health inequalities are linked to wider social factors.

The objectives are:

Health and wellbeing strategy objectives and actions

Objective	Action
Providing immediate support to people in financial hardship	Helping people to maximise their income through - ensuring they receive everything they are entitled to - reducing expenditure - dealing with unmanageable debt - promote financial capability and inclusion
Helping people access the right employability support at the right time	Ensuring people know where to find help and advice, to prepare for or find work Providing additional support to those who may have greater barriers to work Increase access to upskilling opportunities
Supporting a community level response to local needs	Enabling communities to access resources, advice and support to meet their own needs Offering support to make best use of the resources available Facilitating the development of new services to meet the needs of people in financial hardship

Systems development service

This service sits within HNB but works across all directorates. The service uses the Vanguard™ ‘system thinking’ methodology, ‘check, design and roll-in’, to improve individual areas within the directorate and wider council, to make sure we are providing excellent customer service.

The systems thinking method has three stages:

1 Check and understand the ‘what and why’ of current performance.

This looks at the existing system and demands placed on it by customers. It looks at the existing service from a customer’s point of view. This includes visiting front line areas such as office counters and customer telephone lines and following the route of work until it reaches the customer.

2 Redesign – explore what is possible, to understand what ‘perfect’ looks like.

This stage uses the knowledge gained from the ‘check’ stage (purpose of work, steps in the work, the measures) to change the system. It involves looking at live work to explore the

most effective way to deliver the service. There are a number of principles that direct redesign:

- How we get the work and understand what it is – understand what matters to customers and design a system accordingly
- How we do the work
 - only do the value work (design out work that adds no value to customers)
 - 100% clean workflow (design out duplicate work)
 - single piece flow (design out unnecessary delay)
- How we use resources
 - pull not push (customers pull what they need, do not make customers do things unnecessarily)
 - best resource to the front end (resources with the right skills to deal with value demands from customers and place resources close to customer)
- How we use data and make decisions
 - decisions are based on facts and data
 - measures pass the test of a ‘good measure’

3 Roll-in to normalise the learning from redesign

This stage involves leaders at all levels spending time with the people ‘doing the work’ and building in the ‘new normal’ as continuous improvement. It is important that staff understand the purpose and create an environment where people doing the work can identify any issues that get in the way of efficient working. A manager’s role shifts to a role where the primary purpose is to take action on the system to remove waste.

The following example illustrates the benefit of the systems intervention process:

Examples of systems intervention and outcome

Team	Improvement	Result
Green and clean team (neighbourhood services)	50% reduction (in tonnage) of bulky items left on housing land	Saving £52,000 in disposal costs
	Increase in investigation and enforcement	100% successful prosecutions

The model supports a change in thinking to enable service to continually develop and apply the method to other parts of their service areas.

Shared service arrangements

Local authorities continue to face significant financial pressures, making collaboration and effective cost management increasingly important. HNB has a long-standing commitment to shared service arrangements that strengthen resilience, improve outcomes for residents, and create opportunities to generate income.

HNB currently provides a range of services to Gosport Borough Council (GBC) through a formal agreement overseen by the HNB director and the GBC head of housing. This arrangement enables GBC to either pay a set charge or pay for services

as they are used, offering flexibility while allowing both councils to benefit from shared expertise, operational capacity, and consistent service standards. Shared service arrangements also exist with Havant Borough Council and multiple clients using our energy services.

In addition, HNB delivers a number of wider shared or externally supported services, including:

- out of hours homelessness response, ensuring statutory duties are met outside normal working hours by using HNB's established teams, processes and resources

- dog kennels and associated animal welfare services, offering a reliable and compliant service that some authorities may not have the capacity to operate independently
- food waste provision for Havant Borough Council.

Where capacity exists, HNB will continue to explore opportunities to generate income through wider service provision, but only where this can be achieved without compromising the quality or accessibility of services for Portsmouth residents and tenants.



Business support services

The business support service comprises:

- Business team
- Performance team
- Operational team
- Business support



Business team

This team provides an essential service in terms of the ancillary functions of the directorate.

Rent payments administration

All direct debit payment queries in respect of rent payments, such as rejections or rents in cases where the tenant is deceased come to this team. This involves interrogations of the housing system (NEC Housing) and issuing credits where required. Where there are aged debts or the tenant has passed away, reports are produced to the finance manager or Section 151 officer to authorise write offs.

As a local authority, Portsmouth holds some housing stock in Havant. As this is a different local authority, rent and service charges are due to Portsmouth, but Council Tax is due to Havant Borough Council. The housing area office takes payments from tenants in respect of both dues, and back-end reconciliations are undertaken by this team.

Insurance

The team also works closely with the Council's insurance officer. As part of the customer service offer, the directorate offers to arrange home contents insurance for our tenants. The team undertakes the renewals process together with new issues and associated administration. As part of the relationship with the insurance provider, the team also provides a monthly return to Aon.

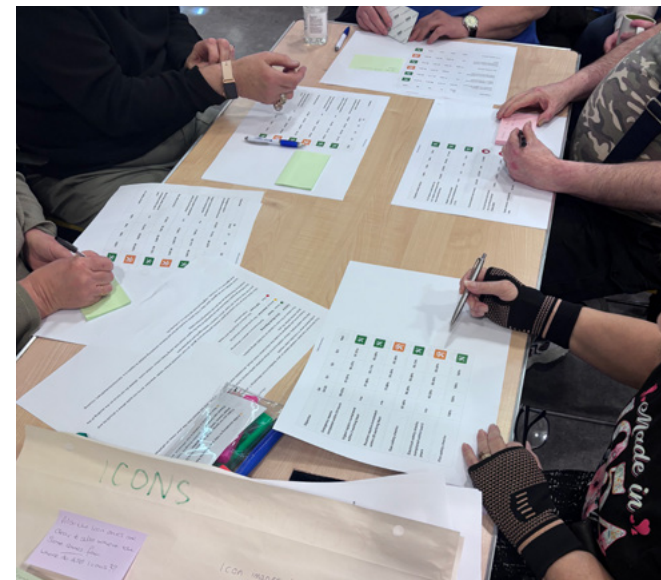
Non-housing stock buildings insurance is also administered by the team in liaison with the insurance officer.

Housing stock database administration

The team maintains the non-housing element of the database, including uploading insurance data and audits. They also do this for Gosport Borough Council as part of the shared service arrangement. The team undertakes the annual local authority data return to NROSH+ (the data collection website of the Regulator for Social Housing).

Supporting sheltered housing

Support is provided by the team to our sheltered housing tenants by way of dealing directly with



the TV Licensing Authority, to obtain television licences for both sheltered housing individual and communal lounges, and communal lounges in other properties.

Service level agreement

Dedicated HNB Lead for monitoring HRA corporate service level agreements.

Quality and performance

This team comprises a quality and performance manager together with three quality and performance lead officers. Their work is made up of both ongoing responsibilities together with ad hoc long-term and short-term projects. The overall objective of the team is to provide a service across the directorate with regard to broader corporate compliance, improvement of the ongoing performance monitoring work across HNB as well as actively supporting the whole of HNB in a variety of ways.

Quality and performance support HNB to deliver excellent services by:

- providing clear, accurate, and timely performance reporting to support strategic decision-making
- ensuring compliance with regulatory standards, including the consumer standards and emerging corporate reporting requirements
- supporting teams with data interpretation, SharePoint access, GDPR compliance, and operational guidance
- acting as a bridge between frontline services and corporate functions, ensuring alignment and reducing duplication.

Performance measures and data

The team collates performance measures from across the directorate along with major project updates, which are submitted as part of the quarterly reporting to the council's governance, audit, and standards committee.

In line with social housing regulations, the team supports the customer service group to ensure cross-directorate collaboration and compliance with consumer standards. This is achieved by focusing on a different area each month, such as conducting deep dives, facilitating scrutiny, sharing learnings, and providing recommendations to assistant directors to improve customer outcomes.

Performance reporting: The team coordinates and publishes quarterly Councillor and corporate reports, ensuring that service delivery against HNB and Portsmouth City Council's priorities, is visible and transparent.

Data quality and compliance: The team supports colleagues in maintaining accurate data, meeting audit requirements, and evidencing compliance with national standards.

Key workstreams, corporate compliance and projects

The team manages corporate project implementation, including previous IT initiatives such as data retention schedules, sensitivity labelling, and the roll-out of SharePoint.

Ongoing support for GDPR compliance is provided by the team, with a member sitting on the corporate information governance panel and available to advise on privacy notices, data sharing, data breaches, and data protection impact assessments across the directorate.

Project support

The team leads or contributes to projects that improve practice, outputs, and customer experience throughout the directorate, such as year end activities, asset management survey support, and the roll-out of safeguarding processes.

Staff enablement

The team responds to staff queries, provides training, and ensures access to the tools and information required for effective service delivery.

Key risks and mitigations



Key risk: Climate and carbon emissions

Impact/ context	Decarbonisation is part of the government's agenda. In 2020 they announced a 10-point plan to work towards net zero carbon emissions, with the following objectives relevant to HNB: 1. Greener buildings 2. Protecting the natural environment 3. Shift to zero emission vehicles The Council also declared a climate emergency in 2019 and an obligation to a net zero carbon position for the city by 2030.
Mitigation	In the past year, HNB brought forward a report concerned with improved energy efficiency standards for new build Council homes, which is discussed throughout this plan. Our longer-term asset maintenance plans include solar PV panels, improved insulation, and more efficient heating systems to reduce carbon footprint.

Risk: HRA 30-year financial position

Impact/ context	The HRA has been operating at a forecasted in-year budget deficit over recent years. Although the pandemic meant that an in-year saving was temporarily achieved on the repairs and maintenance budget (lockdowns restricted maintenance from being carried out), government guidance and legislation stipulates that local authorities cannot budget for a deficit (in-year deficits only are permitted).
Mitigation	The HRA is operated from a 30-year business plan to bring it out of deficit. An approach to reduce cost through efficiencies and generate additional income were deployed throughout the pandemic. In the short-term, the HRA remains in a financially sound position with reserves available for revenue and capital. Some of the cost reduction work has been impacted by unforeseen increases in energy and construction costs but the work provided resilience and avoided significant draw down on the reserves. A new financial management system will enable the finance and senior management team to model the impact of the current approach over a 30-year period and the impact of the development pipeline which has the potential to bring back into the HRA - approximately 600 to 1,000 properties over the next five years.

Risk: Building safety regulations

Impact/ context	Risks in this area include combustible material present on the external walls of blocks of flats, building assessment certificates not being granted by the Building Safety Regulator, and overdue fire risk assessment actions which increase the fire risks to residents.
Mitigation	Simultaneous evacuation and remediation plans are being created for blocks and are progressing well. Portsmouth Homes is working to understand the buildings and its residents to ensure the building management system is suitable for any present risks. Work is also continuing with the Building Safety Regulator to demonstrate that each building is safe. We have received two certificates to date which demonstrates that we are managing the buildings appropriately.

Risk: 'Act of god'

Impact/ context	In insurance terms, an 'act of god' is understood as an uncontrollable event, occurred through natural causes and something that could not be avoided by any forward planning or preventative measures. Serious storms severely disrupt Council services. Recently, storms have caused damage to buildings and homes, with roofs damaged and power lines brought down. Work schedules and priorities had to be immediately reconsidered so that damage could be made good and there was understandably an immediate increased demand from residents.
Mitigation	Whilst the above risk cannot be planned for, good communication with residents and suppliers can moderate the impact. As residents and suppliers are themselves impacted, communicating the difficulties and agreed outcomes at an early stage can help mitigate against delayed performance and manage expectations. Managers note lessons learned from each occasion, embed learning into working practices and share knowledge with their team members to build resilience for future occasions.

Risk: New regulatory requirements

Impact/ context	Landlords are facing significant economic challenges as they work to improve existing homes and create new ones. Specific trends include greater spend on fire safety remediation which is a particular challenge for landlords with a higher density of flats. Landlords are also spending record amounts to improve the quality of existing homes, including addressing damp and mould and other potential hazards. They're also preparing for the outcome of the decent homes standard review recently consulted on by the government. The sector is also impacted by: • the Regulator for Social Housing now having stronger enforcement powers, including unlimited fines, statutory intervention, and public regulatory notices for breaches • legal and financial penalties for breaches of safety laws, resulting in criminal liability for responsible persons, emergency remediation costs, and exclusion from procurement frameworks • reputational damage from poor inspection grades (C3 or C4) in which Ombudsman interventions undermine tenant trust and can trigger media scrutiny.	Mitigation	We've created a regulatory improvement plan within Portsmouth Homes to acknowledge gaps and steer focus towards our priorities. We've also: • conducted robust self-assessments and reported gaps, as a co-regulation approach • prioritised stock condition surveys, fire safety checks, and damp and mould remediation • strengthened governance frameworks, data accuracy, and tenant engagement • prepared for new standards which include electrical safety (Nov 2025 for new tenancies), revised decent homes standard, and phased Awaab's law requirements.
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Risk: Local Government Reorganisation

Impact/ context

Reorganisation may disrupt long-term HRA business plans and create uncertainty around funding streams. Non-statutory services like community engagement, sheltered housing, and support are particularly vulnerable to cuts.

Weak governance during transition can lead to poor decision-making and compliance failures. Councillors and boards must maintain strong oversight while adapting to new structures.

During structural change, there is a danger of neglecting day-to-day housing management, repairs, and tenant engagement. New governance arrangements can lead to gaps in compliance with safety, quality, and tenancy standards.

Housing delivery projects may face delays due to procurement complexity and market volatility during LGR.

Mitigation

To mitigate these risks, we will continue to:

- review our structure and income generation opportunities
- establish robust governance mechanisms and clear delegations early
- maintain clear communication channels and embed learning from complaints
- conduct compliance audits and ensure policies are up to date
- use existing frameworks and external consultants for technical work.

Risk: Ageing housing stock profile

Impact/ context	Most of Portsmouth's housing stock was built in the 1950s and 1960s and will reach end of life at the same time. The % breakdown of when our homes were built are as follows: • Pre-1900 – 1.7% • 1900-1939 – 6% • 1940s – 6.4% • 1950s – 32% • 1960s – 29% • 1970s – 19% • 1980s and 1990s – 4.3% An ageing stock profile is a depreciating asset. The depreciation model is a financial measure of how much it costs, to bring the value of the property back to market value. Ageing stock has low economic value and therefore a considerable sum is required to meet the depreciation cost. For the 2024/25 budget, 53 percent of income was spent on repairs and maintenance. This equates to around 40,000 repairs carried out in homes across the year.	Mitigation	The depreciation model allows for medium to long term decisions to be made around the property portfolio. Decisions are made in accordance with our asset management strategy, of which the objectives are to: • meet customer demand for repairs • undertake all statutory asset obligations to keep dwellings safe • assess and meet maintenance demands • assess and meet demands to improve properties • utilise assets to provide homes where needed – set out in the housing investment programme (seven-year capital programme) A full review of our asset management strategy is currently underway, incorporating extensive resident and staff engagement, updated regulatory requirements, and comprehensive stock condition data. This work will inform long-term investment planning, estate renewal decisions, and the 30-year HRA business plan, with the final strategy scheduled for decision in late 2026.
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Putting into practice

The plan is held accountable by the following:

- Cascade of objectives – each service in the business plan is considered in more detail via the individual service work programme (held on a directorate work programme)
- Service performance monitoring is reported to senior managers and members each quarter
- Corporate performance monitoring is reported to governance and audit and standards committee each quarter
- Key projects are added to the members' projected work programme
- Budget management, forecast outturn and savings are included in quarterly monitoring to governance and audit and standards committee

Delivery of the business plan

The directorate works closely with portfolio holders and opposition spokespersons, including regular communication with cabinet members. All elected members are welcome to take an interest in the work of the directorate and visit the service areas at any time.

Key projects for the directorate are subject to consultation with the community, to make sure customer needs are at the forefront and regular communication both formal and informal is managed by the resident engagement team.

Customers can contact the directorate through various channels. The directorate reaches out to Portsmouth Homes tenants, leaseholders and residents through regular communications including the quarterly tenants' magazine, House Talk. This publication reaches 17,000 households and includes essential tenant and leaseholder information in an attractive and eye-catching format.

Residents can also promote their agenda via the resident consortium, which is open to all residents (whether a tenant or leaseholder of the Council). The consortium meets monthly and produces an annual report in the autumn edition of House Talk.

Services within HNB develop strategies that address critical operational areas and align the business plan with a comprehensive long-term vision for the directorate's objectives. Recent and forthcoming initiatives comprise the empty private residential property strategy 2025–2030,



the Portsmouth Homes housing strategy, and the asset management strategy.

Local government reorganisation will also impact on Portsmouth City Council and directorates. The well-established working relationships with the Council's neighbouring local authorities will go some way to supporting the transition to a new authority.

Environmental sustainability

The city vision 2040 looks towards a green city, which includes protecting and enhancing our land and maritime environment for the future.

The directorate is contributing to this objective in the following ways:

1 Community litter picking

Neighbourhood services (depot services and green and clean services together) make sure the city's housing areas are safe, clean and tidy. To encourage residents and a sense of community, they also enable the booking and borrowing of litter picking equipment from the housing depot, so that organised litter picks can take place.

2 Animal care

As referenced elsewhere in this plan, the directorate has the statutory responsibility to manage the care of stray dogs. The purpose-built kennels are staffed daily throughout the year, and strays can be cared for until reunited with their owners or adopted either directly or through a rescue charity.



3 Landport community garden

Portsmouth is one of the country's most densely populated cities. As such, many residents do not have access to private gardens. Landport Community Garden is a local garden which is wheelchair-accessible

and welcoming to all. Visitors can enjoy the flowerbeds, bees and butterflies, partake in some light gardening and/or grow their own food produce. The garden is managed by neighbourhood services.

4 Low energy and social housing design

The directorate is committed to delivering new Council homes that support environmental sustainability, reduce carbon emissions and improve long-term affordability for residents. Low-energy housing design is embedded within the Council's approach to housing delivery and supports wider climate, health and anti-poverty objectives.

New council housing developments incorporate low-energy and passivhaus-aligned design principles where feasible. These focus on high levels of insulation, efficient building fabric and the reduction or removal of fossil-fuel heating systems, helping to minimise energy demand and carbon emissions over the lifetime of the homes.

Delivering low-energy social housing reduces residents' exposure to rising energy costs, contributes to tackling fuel poverty and supports improved health outcomes, including better air quality through the removal of gas boilers. Learning from pilot schemes continues to inform future housing developments, strengthening the Council's contribution to a healthier, more sustainable city.

5 Waste collection and recycling

As a unitary authority, the Council has responsibility for the collection and disposal of household waste, and these services make a significant contribution to the city's environmental sustainability objectives. Waste is managed through a combination of recycling, composting and energy recovery, reducing reliance on landfill and supporting the circular economy.

Residual waste that cannot be recycled is processed at the energy recovery facility (ERF), generating electricity for the national grid and contributing to lower-carbon energy generation. Recyclable materials collected at the kerbside are sorted at the materials recycling facility and sent for reprocessing.

The separate food waste collection service plays a key role in reducing carbon emissions. Food waste is treated through anaerobic digestion, producing biogas and nutrient-rich digestate. Expanding food waste capture provides an opportunity to increase recycling rates, reduce residual waste and encourage waste prevention by raising residents' awareness of food waste.

The Council also supports environmental sustainability through green waste composting, kerbside collection of batteries and small electrical items, reuse opportunities at the household waste recycling centre, and additional recycling facilities across the city. Together, these measures help maximise recycling, reduce waste volumes and support long-term carbon reduction.

Major projects

- Delivery of homelessness prevention hub
- Empty property strategy
- Horsea country and ecological reserve
- Development of waste management infrastructure
- Portsmouth Homes programme of change
- Buildings – project 2030
- Somers Orchard





Delivery of homelessness prevention hub

This project supports the Homelessness Strategy 2024 by developing a multi-agency homelessness prevention hub. Its aim is to bring services together so people at risk of homelessness can get advice, support and intervention earlier, helping to prevent homelessness wherever possible.

Empty property strategy

We refreshed our [Portsmouth Empty Private Residential Property Strategy for 2025 to 2030](#). It sets out how the Council will identify, engage

with, and support owners of long-term empty homes while using available enforcement and partnership options where needed.

The strategy focuses on bringing more homes back into use, improving neighbourhoods, reducing environmental issues linked to empty properties, and supporting wider housing supply in the city.

Horsea country and ecological Reserve

Horsea remains a former landfill site and is not currently open to the public. The site is in the aftercare period linked to the former landfill

arrangements, with environmental mitigation requirements continuing until 2030.

Options continue to be explored for the future use of the site as open space, with a focus on biodiversity, habitat creation and ecological benefit.

Any future proposals will need to take account of the environmental constraints and contractual requirements affecting the site.

Development of waste management infrastructure

The Council continues to work with Hampshire County Council, Southampton City Council and Veolia Environmental Services through the Project Integra partnership to develop waste infrastructure that supports waste reduction, reuse and recycling.

This work is being shaped by national simpler recycling requirements and the need to provide long-term, sustainable waste management arrangements for Portsmouth and the wider partnership area.

Portsmouth Homes programme of change

The Portsmouth Homes programme of change was introduced to improve the service through a new staffing and office structure. Its aim was to strengthen regulatory compliance, raise service standards for tenants, and consider the future use of three area housing offices, including a shift towards more community-based surgeries.

The programme has now been implemented and is moving into an embedding phase. The new structure is intended to improve compliance, support tenancy sustainment, and provide a more consistent service for tenants and leaseholders.

Key changes include community housing surgeries, a dedicated tenancy support team, increased money advice capacity, and a stronger focus on housing officers working directly with residents in their homes and communities.

Key housing management processes have been mapped using feedback from residents and staff. Staff training is underway, with further work planned to strengthen data, insight and engagement so services are better shaped by resident needs,

performance information and regulatory requirements.

Building services project 2030

Our [building improvement projects](#) bring together key Portsmouth Homes workstreams needed to respond to regulatory and legislative requirements. It covers stock condition surveys, Housing Health and Safety Rating System assessments, electrical inspection condition reports, building safety remediation, low-rise fire safety, minimum energy efficiency requirements, the revised Decent Homes Standard, and Portsmouth Homes' asset management strategy.

It provides a strategic route to meeting key compliance requirements by 2030, with longer-term programmes in place where required.

Somers Orchard

The Somers Orchard regeneration will deliver 566 new homes across the former Horatia and Leamington House site, Melbourne Place car park, and the Gibson Centre. Two approved planning applications will provide 319 affordable homes and up to 247 build-to-rent homes.



CGI view of the Somers Orchard regeneration plans

Phase 1, known as block C, is progressing and will deliver 175 new social rent homes, two commercial units, accessible homes and new communal courtyard gardens.

Work is expected to start on site in summer 2027 subject to planning condition discharge.

Future phases will deliver the remaining homes, with continued community engagement including the meanwhile community garden.

References

Key strategies and policies

The following policies and strategies are relevant to this plan:

- [Health and Wellbeing Strategy 2022–2030](#)
- [Homelessness Strategy 2024](#)
- [Portsmouth Empty Private Residential Property Strategy, December 2025–December 2030](#)
- [Private Rental Sector Strategy 2021–2026](#)
- [Temporary accommodation placement policy 2025–2030 - Portsmouth City Council](#)
- [Tenancy Strategy 2024–2029 - Portsmouth City Council](#)
- [Portsmouth Homes policies, strategies and reports – Portsmouth City Council](#)
- [Portsmouth Homes Strategy Decision Report 1.pdf](#) (draft)

Related webpages

- [History of Portsmouth Housing](#)
- [Improved Energy Efficiency Standards for New Build Council Homes](#)
- [Help for people in financial hardship – directory – Portsmouth City Council](#)
- [Portsmouth City Council Housing webpages](#)
- [House Talk \(tenant and leaseholder magazine\) webpage](#)
- [Somers Orchard: former Horatia and Leamington Houses site – Portsmouth City Council](#)
- [Safe at Home – support for independent living webpage](#)
- [Switched on Portsmouth – Energy and Money Saving Initiatives webpage](#)
- [Vanguard Method, Systems Thinking](#)
- [Building improvement projects – Portsmouth City Council](#)

More information

For more detail on HNB services please contact the HNB executive support team on hnbexecutivesupportteam@portsmouthcc.gov.uk

This business plan will be reviewed in 2028 to ensure it remains aligned with any changes arising from local government reorganisation.



You can request this information in large print, Braille, audio or in another language by calling 023 9283 4835