

Delivering for Portsmouth: our mission and priorities 2023/24

1. Foreword

Welcome to the Corporate Plan for Portsmouth for 2023/24

As the new Leader and Chief Executive designate, we are delighted to introduce this plan which sets out our priorities for this year, challenges we face and how we are working to help achieve the city's vision for 2040.

We look forward to working with councillors, staff and partners to continue to build on the strong foundations that are in place to deliver this plan, take the city forward and deliver our priorities.

The mission in our plan is clear: to work together with partners and communities to be a champion for our city and improve the lives of our residents, and to protect and enhance our environment. At the heart of this plan is also our work to deliver the many services that our residents value and rely on us to deliver every day.

Thank you to the outgoing leadership who have achieved so much over many years to ensure that we can continue to deliver for Portsmouth.

Thank you also to all our staff and partners whose tireless work, commitment and support will help make our plan a reality and ensure that we continue to improve our city and the lives of our residents.

Councillor Steve Pitt
Leader

Natalie Brahma-Pearl
Chief Executive, designate

2. City vision: shared values and aspirations

The corporate plan is informed by the city vision, which sets out the aspirations the people of Portsmouth have for their city, how people behave towards each other and how it feels to live here.

**PORTSMOUTH PEOPLE VALUE COLLABORATION, COMMUNITY,
EQUALITY, RESPECT, AND INNOVATION**

The city vision also sets out six clear aspirations for Portsmouth.
In 2040, Portsmouth will be:

- A healthy and happy city**
- A city rich in culture and creativity**
- A city with a thriving economy**
- A city of lifelong learning**
- A green city**
- A city with easy travel**

As a council, we will work in partnership with other organisations, and with residents and communities, shaping our core services and our transformational projects, plans and strategies to make these aspirations a reality.

3. PCC values

Our council values were chosen following extensive consultation, including with residents, customers, councillors, and staff, and reflect the values of the people of Portsmouth expressed through the city vision, as well as what is important to our staff about the kind of organisation we want to be. The values also reflect the Nolan principles that guide working in the public sector.

Our council values are:

- **respect** – we treat everyone with respect, considering the feelings, wellbeing, safety, and rights of others
- **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
- **inclusive** – we recognise diversity, are open, fair and provide equal opportunity to all
- **people-focussed** – we put people first and ensure our customers are at the heart of everything we do

4. Heart of the plan

While the focus of our corporate plan is on delivering our mission and priorities for Portsmouth for 23/24, at the heart of the plan are the many services our residents value and rely on us to deliver every day.

Our residents rely on us to:

- Ensure older people and vulnerable adults are looked after and supported to live independently

- Maintain our transport infrastructure, parks, open spaces and buildings
- Offer housing services
- Support education, early years and children with special educational needs
- Keep children safe and families together
- Improve the health and emotional wellbeing of residents
- Encourage economic development
- Provide planning services
- Support culture, museums and libraries
- Provide benefits and collect council tax and business rates
- Collect their bins and offer recycling opportunities
- Keep the city clean, tidy and safe

This includes support services and roles that enable the organisation to run efficiently and effectively and enable staff working on the frontline to focus on delivering services for our residents and communities.

5. Team Portsmouth

Portsmouth is a city that values collaboration and we are proud of the work we do in partnership with other organisations, as well as with people and communities through consultation and engagement and co-production.

The city has excellent partnership working, bringing organisations together on everything from the city vision to the health and wellbeing strategy to tackling climate and environment issues.

The council works in partnership with a broad range of organisations, including with the Integrated Care Board (ICB), Solent NHS Trust, Portsmouth Hospitals University Trust, Hampshire Constabulary, the Probation Service, Hampshire Fire and Rescue Service, The Royal Navy, University of Portsmouth, Hive Portsmouth, and Portsmouth Football Club. The council also works with umbrella organisations that represent important groups in the city, including Shaping Portsmouth, which represents businesses in the city, Portsmouth Creates, which supports the creative and cultural sector, Portsmouth Education Partnership, which brings together schools and other partners involved in education, and Hive Portsmouth, which represents the city's voluntary and community sector.

Continuing to support and develop partnerships in the city and to facilitate and encourage Team Portsmouth is at the heart of our plan for 2023/24.

Of course, we also work as part of partnership teams that are wider than Portsmouth too. Examples are our work on waste collection and disposal, on

regional transport arrangements and in the arrangements we have for shared service delivery with other local authorities such as Gosport Borough Council. Partnership is critical to strong service delivery across our functions.

6. Our mission

Our mission for 2023/24 is to work together with partners and communities to improve the lives of our residents, protect and enhance our environment and be a champion for our city.

Our mission for 2023/24 is to work together with partners and communities to be a champion for our city and improve the lives of our residents, and to protect and enhance our environment, tackling the causes of climate change and creating a green city

Our council mission guides the priorities that we will focus our attention and resources on, here and now.

Our mission for 2023/24 is to work together with partners and communities to be a champion for our city and improve the lives of our residents, and to protect and enhance our environment, tackling the causes of climate change and creating a green city		
Improve the lives of our residents	Protect and enhance our environment	Be a champion for our city
We will work to <ul style="list-style-type: none">• support individuals and families struggling to make ends meet• make sure people feel safe and supported in their homes and communities• ensure people have access to the health and care services they need• work with partners, including Portsmouth's schools, to improve educational	We will work to: <ul style="list-style-type: none">• reduce our own carbon emissions• help residents and business reduce their carbon emissions• Prioritise sustainable travel and improve transport systems in the city to reduce the environmental impact and improve journey times• ensure that the city has a healthy and resilient natural environment	We will work to: <ul style="list-style-type: none">• ensure Portsmouth is a city equipped for the future, and that residents have the skills they need• get the best possible deal for our residents by lobbying and leading at a regional and national level to make sure the city's voice is heard• be an innovative and efficient organisation that values its staff and is at the front of new developments

<p>attainment and opportunities for children and young people in the city</p> <ul style="list-style-type: none">• regenerate major sites to create homes, jobs and economic opportunities in the city• make sure our residents have the housing they need• put culture at the heart of our city's success	<ul style="list-style-type: none">• reduce the waste generated by the city, and make sure we dispose of our waste responsibly	<p>so we are learning and delivering the best possible services</p>
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7. Mission 1 - We will improve lives

Priority - we will work to support individuals and families struggling to make ends meet

We help residents maximise their income, recognising the impact economic prosperity has on all aspects of people's lives, including health and wellbeing. We help people access grants and benefits, including council tax support and housing benefit, and household support grants for those in greatest need. We provide information and advice, including through our cost of living helpline and hub, and aid households to reduce costs and make homes greener through Switched On Portsmouth. We enrich lives by providing free and low-cost activities through museums, libraries, and events, as well as our seafront and open spaces, and help people get around by supporting affordable and sustainable local transport, from the national £2 bus fare cap to rental electric scooters and shared bikes.

In 2023/24, we will also:

- make sure households in need benefit from the city's Household Support Fund
- provide additional help for people in the greatest need through support work, outreach and information and advice, and ensure that we help people to get on the right footing after a financial problem
- provide more grants for insulation, air source heat pumps and solar panels for low-income homes

- work in partnership with The Library of Things to enable residents to check heat loss from their homes
- work with health partners to develop a model for "warmth on prescription" -
- further develop the Holiday Activities and Food programme with more free events and activities
- work with partners to extend support such as community pantries
- continue to offer leisure card discounts on leisure activities for people on low incomes
- continue to offer free swimming for under 12s.
- work with the local bus industry to ensure affordable public transport.

Supports city vision aspirations around healthy and happy, thriving economy, green city, culture and creativity, easy travel.

Priority - we will make sure people feel safe and supported in their homes and communities

The council works with other organisations through the Safer Portsmouth Partnership and provides services to help people feel safe in their homes and communities. This ranges from teams that tackle problems on our streets such as flytipping and graffiti, to regulatory services that deal with environmental issues, from air and noise pollution to pest control, to ensuring the city is prepared to respond to and recover from emergencies.

In 2023/24, we will also work to:

- re-establish a multi-agency group to tackle neighbourhood environmental issues and anti-social behaviour
- expand specialist drug and alcohol treatment support for offenders, reducing harm for families and communities
- tackle serious violence, including violence against women and girls, working with police and other partners
- implement the White Ribbon scheme in the city
- continue to lead partners on tackling modern slavery and human trafficking
- ensure that the city's night-time economy is safe, including through designated "safe space" provision, working with partners
- protect local people from 'scam' traders, and work with National Trading Standards to tackle large-scale criminality and recover proceeds of crime
- develop 'safe spaces' in the city for vulnerable adults
- use the findings from a pilot to connect social care with our safe at home service to inform the way we shape future services for people
- install more Changing Places toilets in the city

- make improvements to the way we manage social housing, including to fire and building safety in line with the Social Housing Charter
- continue to improve Portsmouth's transport network to provide safer travel and support access to services.

Priority - We will ensure people have access to the health and care services they need

In partnership with the NHS through Health and Care Portsmouth, we are already working to provide innovative integrated health and care services for our residents. From the elderly and people with disabilities to those coming home from hospital or who are simply lonely, we provide care where it is needed, keep people safe and help as many people as possible to connect with their communities and live their lives independently, including the city's vital unpaid carers. We also work to support children and families, including providing early help for families to help them cope with life's challenges, making sure children are safe and providing care when they cannot remain at home with their families.

In 2023/24, we will work to:

- continue to develop the neighbourhood health and care model to ensure people get the right care in the right place
- continue to develop preventative services to help residents get the care they need early, and avoid hospital admissions, working with the NHS
- review schemes that support residents being discharged from hospital, ensuring we have people-focussed and financially sustainable services
- support partners in the city to find solutions to the shortages of GPs, dentists, and other health professionals, including helping services with premises and exploring options for a centre for dental development
- work with partners to ensure support for mental health, including the mental health hub, more services for children and young people, and sports and leisure schemes
- work with Solent Mind to increase the number of mental health first aiders within the workplace to support and signpost staff and customers.
- continue to offer residents support to stop smoking, drink sensibly, be more physically active and eat a balance diet to improve their physical and mental health.
- improve access to support that helps residents live independently
- review short stay accommodation for residents with care and support needs
- improve health services for our children and young people in care, and ensure that we are good corporate parents
- develop our Family Hubs to deliver the government Start for Life offer
- review and implement a local offer for our care-experienced young people

- develop a "Going Home" project, supporting children in our care to return home when it is safe to do so

Priority - we will work with partners, including Portsmouth's schools, to improve educational attainment and opportunities for children and young people in the city

We work with partners, including through the Portsmouth Education Partnership, to support schools and improve educational attainment.

The council has a range of statutory responsibilities around education, including the provision of a system for school admissions and supporting children with special educational needs and disabilities.

Despite more city schools than ever being rated as Good or Outstanding by Ofsted, we know that too many children finish their education with results lower than their peers in other areas, so improving these outcomes is very important to us.

In 2023/24, we will work to:

- roll out the priority education investment area programme, focusing on literacy, maths, attendance, and digital technology
- enable more young residents with a learning disability to start apprenticeships and get into work
- improve our processing of requests for education, health and care plans for children and young people with special educational needs
- develop relational practice in our schools, and use this as a basis for a campaign to encourage school attendance post-pandemic
- deliver the youth strategy for the city, including developing a new youth provision in the city centre
- continue to support literacy opportunities through our library programme
- implement a programme of supported internships for young neurodiverse adults within the city council and acting as a role model employer

Priority - regenerate major sites to create homes, jobs and economic opportunities in the city

We are already identifying and bringing forward sites for development and regeneration, shaping plans that will create homes, including affordable social housing, jobs, and economic opportunities for our residents. We drive the local economy through our own enterprises, including developing a 20-year masterplan for the council-owned Portsmouth International Port that includes

growing the port's cruise business, supported by a successful bid for Levelling Up funding for a new terminal to manage 250,000 additional passengers per year. We provide the statutory planning function for the city, so process planning applications for schemes in line with government targets to ensure that development is suitable, and are progressing the finalisation of the new 2020-2040 Local Plan which will provide more contemporary guidance and certainty for applicants and in decision-making on Planning applications.

In 2023/24, we will work to:

- complete a new Local Plan, including the requirement to develop new homes and employment space to meet the needs of our residents
- continue to develop a masterplan for the whole city centre, including a new road, and the Commercial Road and Guildhall Walk areas
- implement our Port masterplan, to create new employment opportunities and enhance the wider city economy
- finalise plans to progress the Tipner West site, including setting out how the site can support future marine and maritime uses
- identify and implement creative "meanwhile" uses for sites where development is not ready to come forward
- maintain Lakeside as the south coast's premier business campus
- deliver Future High Street public realm improvements
- complete review of market provision and develop a markets strategy
- play an active part in the development of Solent Freeport, including the development of Dunsbury Park, and make sure that Portsmouth maximises the opportunities that are presented

Priority - help people have the housing they need

We are already working to help people have the homes they need to live well, building new council homes and encouraging the development of affordable social housing, providing landlord services to our tenants and leaseholders in Portsmouth and Havant, and providing them with additional support through community-based play and youth services and community centres. We also offer advice and support to people living in the private rented sector and provide a range of help for those who are either homeless or at risk of becoming homeless, as well as administering financial support around housing, including housing benefit.

In 2023/24 we will work to:

- build new council homes
- continue the policy of buying back council homes, including those previously sold under Right to Buy
- review our empty property strategy to release more homes

- build more homes through our own development company, Ravelin Housing Ltd
- develop plans for better temporary accommodation for people without permanent homes
- review our processes and speed up our decision-making around the help we can offer people without permanent homes
- implement more licensing to ensure Houses in Multiple Occupation (HMOs) are safe and suitable accommodation
- develop an accommodation strategy for people with additional care and support needs
- continue to support resettlement schemes

Priority: We will put culture at the heart of our city's success

We define culture as all the things that make the city a great place to be and recognise its value in relation to driving our local economy and creating jobs and opportunities for local people as well as supporting a healthy and happy city. We provide cultural opportunities through our diverse libraries, and the collections and exhibitions in our museums. We support then city's theatres and venues, and cultural and creative industries through our work with our partners through Portsmouth Creates. We provide opportunities for people to enjoy the city's rich heritage, its unique natural environment and our parks and open spaces, and we facilitate sport and leisure activities that enrich lives.

In 2023/24, we will work to:

- continue to transform the city's leisure offer, with schemes in Bransbury Park, King George V Playing Fields and Hilsea Linear Park
- improve our parks and open spaces, including the £2.8m Victoria Park scheme and a people's park scheme
- complete our parks and open spaces strategy setting out our plan for the protection and enhancement of spaces for local people for the next 15 years.
- take forward the development of Guildhall Walk as an important location for the city's cultural offer
- continue to support events in the city, including Victorious, Great South Run, and the Formula Kite European Championships
- celebrate public art in the city by expanding the installation of art work across our housing locations and through the Portsmouth Art Festival and other collaborative opportunities through Portsmouth Creates
- complete our heritage strategy, setting out our plans for important elements of our city's history and heritage, including the Round Tower
- work with the performance venues in the city to make sure that they are successful and sustainable
- continue to develop our community centres, libraries and museums as key venues for local people and communities to participate in cultural activities

8. Mission 2 - we will protect and enhance our environment, tackling the causes of climate change locally and creating a green city

Priority - we will reduce our own carbon emissions and put in place measures that mean people can reduce theirs too

We already provide strong leadership locally around carbon reduction and, having successfully applied to be part of Innovate UK's Net Zero Living Programme, are collaborating with our partners to develop a study looking at barriers around reducing carbon emissions and identifying citywide solutions. We are a pilot for the Greenprint framework for green recovery, working with the Partnership for South Hampshire (PfSH), as well as participating in international climate change initiatives and campaigns. And we are already acting, including through the largest local authority led coastal defences project in the country, which will protect the city from sea level rises, and has been recognised as a UN Climate Change High-Level Champion.

In 2023/24, we will work to:

- roll out £30m investment to improve energy efficiency including the installation of photovoltaic solar panels and battery storage
 - explore opportunities to improve wider energy efficiency in the city, working with major city institutions including PFC, the university and QA hospital
 - complete the build of a carbon-neutral passenger terminal extension at Portsmouth International Port
 - implement schemes to turn Portsmouth International Port into a living laboratory, using future fuels and battery technology
 - work to reduce carbon emissions in council homes by improving energy efficiency, including piloting retrofit and increasing insulation
 - reduce carbon emissions from council vehicles, for example powering our waste collection fleet with hydro-treated vegetable oil
 - encourage sustainable travel for our own staff journeys and cut energy use in our buildings
 - continue migrating IT applications into the cloud reducing our carbon footprint by 660 metric tonnes a year
 - work with partners to develop a Switched On model for businesses and schools to help reduce energy use and emissions
 - work with businesses and organisations to deliver workplace travel planning to make journeys more sustainable
 - continue to monitor and report in the Portsmouth Clean Air Zone, working closely with central government and the Joint Air Quality Unit (JAQU).
- **Priority - We will prioritise sustainable travel and improve transport systems in the city to reduce the environmental impact and improve journey times**

Through our responsibility for the local transport network, we make sure our roads are safe and well maintained (fulfilling our statutory responsibility to reduce and prevent road traffic accidents). We ensure buses are available and provide concessionary bus travel to those who are eligible. We also ensure the city has a network of active, sustainable, and low-cost travel options, including rental electric scooters and bikes, and provide facilities to encourage walking and cycling, from safe cycling routes to bike storage.

In 2023/24, we will also work to:

- improve cleaner transport options by expanding the shared bike scheme, providing additional bike hangars and launching the Portsmouth Car Club scheme
- continue to construct the East-West Active Travel corridor, between Fratton and Gunwharf Quays
- improve walking and cycling routes across the city, installing more pedestrian and cycling crossing facilities where needed
- launch the Breeze app to help people plan and pay for a seamless journey from catching a bus to hiring a bike
- introduce targeted low-cost and discounted bus fares and promotions as part of the Bus Service Improvement Plan
- continue to deliver South East Hampshire Rapid Travel (SEHRT) programme of bus journey time improvements including additional bus lanes and active travel improvements
- use the Zero Emission Bus Regional Area (ZEBRA) grant to enable the delivery of 62 electric buses across Portsmouth and the wider travel to work area
- continue to develop transport hubs across the city in key locations such as Tipner, Cosham, Southsea and the city centre.
- continue to manage, monitor, and report against the Clean Air Zone
- continue to make improvements in air quality, by encouraging the use of clean transport options
- develop and deliver micro freight consolidation as a trial project for Portsmouth as part of the Future Transport Zone
- roll out further school and play streets in the city
- develop Active Pompey Neighbourhoods (APN) to reduce through traffic, provide more access to active travel options and provide additional greening
- develop and consult on a Portsmouth parking strategy, Electric Vehicle Strategy and Public Transport Strategy
- Continue to deliver high quality parking services for residents, visitors and businesses
- Continue to investigate the opportunities that technology offers to enhance transport systems in the city

Priority - we will ensure that the city has a healthy and resilient natural environment

The council has made public commitments to protecting our natural environments through motions agreed by Full Council, and is taking action, including looking at reducing the use of harmful pesticides, and planting thousands of trees and shrubs, assisted by successful bids for funding, removing around 30 tonnes of carbon from the atmosphere. Recognising the impact on people's health, tackling air quality issues is included in our Health and Wellbeing Strategy and we are taking action, including through our Clean Air Zone, which tackles pollution and reduces carbon emissions.

In 2023/24, we will work to:

- continue to deliver the greening strategy and development plan
- plant more streets trees and providing more green spaces on our streets for trees, shrubs and wild flowers to improve environments for the city's people and biodiversity
- create more sustainable drainage through schemes such as rain gardens and permeable surface solutions.
- roll out green roof bus shelters
- progress actions around ocean management and nature, including working to reduce the use of pesticides in the city
- continue to hold water companies to account for their actions in the city and challenge them to make improvements
- take forward further bids to organisations such as Trees for Cities to ensure that we continue to create more green and pleasant spaces

Priority - We will reduce the waste generated by the city, and make sure we dispose of our waste responsibly

We are responsible for rubbish collections and for enabling recycling. We have expanded our recycling to include food waste collections, and added bring banks for plastic packaging and cartons, and we've taken steps to make our waste collection vehicles more sustainable by using Hydrotreated Vegetable Oil (HVO) fuel. We also work with local residents and businesses to encourage positive behaviour change around reducing and recycling, reducing our overall waste, and ensuring a greater percentage is recycled.

In 2023/24, we will also:

- progress work to transfer the waste collection service back to the council from a private contractor
- prepare to meet new responsibilities for councils under the Environment Act 2021, and continue to work with partners to prepare for twin stream

recycling collections which will expand the range of materials collected at the kerbside to include glass, plastic pots, tubs and trays and cartons - subject to confirmation from Government of legislative requirements and funding.

- complete roll out of food waste collection to every home
- introduce plastic recycling at more locations across the city
- bring forward a new Waste Management Policy to account for changes arising from the Environment Act 2021
- continue working towards developing our own anaerobic digestion plant
- create a vision for the closed landfill site at Horsea Island to focus on ecological and biodiversity outcomes, transforming the site

9. Mission 3 - we will be champions for Portsmouth

Priority - we will ensure Portsmouth is a city equipped for the future and that residents have the skills they need

The world around us is changing constantly and fast, from new and emerging technologies to social and environmental change and we are already working to ensure the city adapts and our residents are prepared. We are already preparing homes to be more energy efficient and equipping the city for electric vehicles and encouraging sustainable travel. Our coastal defences schemes are preparing the city for the environmental changes associated with climate change. We have ensured the city has access to high speed internet through then local full fibre network, and we're working to ensure our young people have the right skills to succeed in a technology driven future through initiatives like the University Technical College.

This means that as well as all the other things we have already talked about in the plan, in 2023/24 we will:

- continue building the multi-million coastal defence schemes to protect the city from the increased threat of rising sea levels
- continued the roll out of the Local Full Fibre Network
- complete our electric vehicle strategy and implement more charging points.
- Use £350k from DLUHC Local Digital Fund, in conjunction with local authority partners to develop and pilot automation technologies
- Work with employers and delivery partners to further implement the Skills Strategy 2020 and ensure that the Local Skills Improvement Plan (LSIP) impacts positively on Portsmouth, its residents and businesses.

Priority - We will get the best possible deal for our residents by lobbying and leading at a regional and national level to make sure the city's voice is heard

The council has an important role to play in making sure we advocate for Portsmouth, so the city has a strong voice regionally and nationally. We

already make sure we advocate for our residents, working with our NHS colleagues through Health and Care Portsmouth, around issues including availability of health services. We have successfully bid for Government funding from across departments, including Levelling Up funding, to support significant improvements to our city, and we continue to work with our partners to promote the city as a great place to visit and to invest.

In 2023/24 we will work to:

- continue to be supportive partners to the wider Integrated Care System, sharing best practice and learning from others, and ensuring the city's needs are represented so we get a fair share of resources
- bring in funding through government programmes to help us achieve our priorities for the city
- act as the SE Regional Lead for the SEND & Alternative Provision Improvement Plan
- chair the British Ports Association (national trade body), raising the profile of Portsmouth International Port on a national scale and ensure the city features in industry discussions with Government
- work hard to oppose the Aquind development
- continue to lobby Government for an acceptable solution to the Border Control Post shortfall
- contribute to ongoing Solent Coast-focused devolution negotiations
- continue to work with neighbouring Local Transport Authorities and partnerships, such as Transport for South East and Solent Transport, to improve regional connectivity and identify funding opportunities.

Our priority - We will innovate and be at the front of new developments so that we are learning and delivering the best possible services

We want to keep making improvements and finding better ways to deliver our services, so that means trying new things and constantly learning. So for example, we are working with the Department for Transport and other partners on innovative technologies that provide real time information directly into vehicles, and working to increase our use of technology to keep people safe in their homes, and support keeping people out of hospital.

In 2023/24, we will work to:

- run the first Social Care apprenticeship scheme in partnership with health, having secure £300K of funding, adding to the existing workforce
- work with the University of Portsmouth and other partners to create a research alliance, ensuring our work is evidence-based
- progress a bid to fund development of technology in delivering care
- explore transport smart cities and other technologies to improve the way we manage our transport network and provide information for residents
- further develop the Portsmouth Neurodiversity Model for children and young people, including the screening tool and resource bank

10. Our organisation

The business of a local authority is diverse, but we know what needs to be done to achieve good outcomes for the residents of the city.

There are a number of key risks for us as we move into 2023/24. These include rising costs, driven by supply chain issues and inflationary pressures which create challenges on the revenue budget and for new developments. These pressures are also showing themselves in the cost of living crisis, which will continue to put residents under pressure and may lead to increased demand for services and support.

There is also an increasing dependency on key staff, and capacity of those staff to delivering increasingly complex briefs is a key risk to the organisation. There are wider workforce pressures emerging, with challenges recruiting to posts across the sweep of local authority activity.

In 2023/24, we will continue:

- supporting organisations to drive equality, diversity and inclusion in Portsmouth by creating an Equalities Strategy
- implementing our social value policy that makes sure we get the greatest value out of spending the Portsmouth Pound, and champion the use of local contractors and supply chains - our work in this area was recognised with a national award in March 2023
- exploring the options for becoming a Real Living Wage employer
- working closely with HIVE Portsmouth to encourage and value the work of voluntary and community sector organisations and individual volunteers in the city
- working to support the Armed Forces community in our proud naval city, and retaining Gold status for our work in applying the Armed Forces Covenant.
- develop plans for the future of the civic offices, including options for accommodation for the effective delivery of council services, and opportunities for the regeneration of Guildhall Square
- further develop our work to embed our organisational values and embed our customer promise