

Delivering Resilient Housing Services

Southampton's story of Change, People and Place



Equal | Healthier | Safer | Greener | Growing



Housing changes lives

A home changes how life feels

A repair resolved.

The right advice, early.

A family able to stay.

A parent who feels heard.

A child with a little less worry.



Change, people and place

People

The starting point
for resilience

A resident

waiting for a repair

A family

frightened of losing their home

An older person

needing an adaptation

A care leaver

beginning adulthood

A member of staff

working under pressure

Southampton's housing ambition

Around

16,000
council homes

Affordability and homelessness
Ageing stock and fuel poverty
Damp and mould



2026–2031 vision

**Safe, affordable, healthy
and sustainable housing**

Starting with People, not processes



**Residents shape
improvement**

Listening builds trust

**Every measure represents
a home or a life.**

Facing the hard truths

Trust

**Honesty about where
we must do better**

Standards

Regulation and property condition

Resident voice

Tenant engagement and complaints

Delivery

Repairs and compliance

Evidence

Asset data we can trust

Progress, with more to do

Progress is not arrival

Repairs and voids

Performance has improved

Stock condition

Work has advanced

Safety and compliance

Governance has strengthened

Tenant satisfaction

Satisfaction has increased

Leadership

New arrangements and a Target Operating Model



Systems that sustain resilience

Residents should feel the difference

Without having to fight for it

Accountability

Clear responsibility and visible leadership

Data and delivery

Reliable evidence and disciplined follow-through

Supported teams

Capable people with the support they need

Prevention with humanity



- 01 Earlier help**
Protect a family's stability
- 02 Better signals**
Use data before crisis
- 03 Shared effort**
Work across boundaries
- 04 Personal pathways**
Follow people's needs

Every home, every opportunity

Existing and empty homes

Better use of every home

Council and private rented homes

Warmer, safer housing

Adaptations

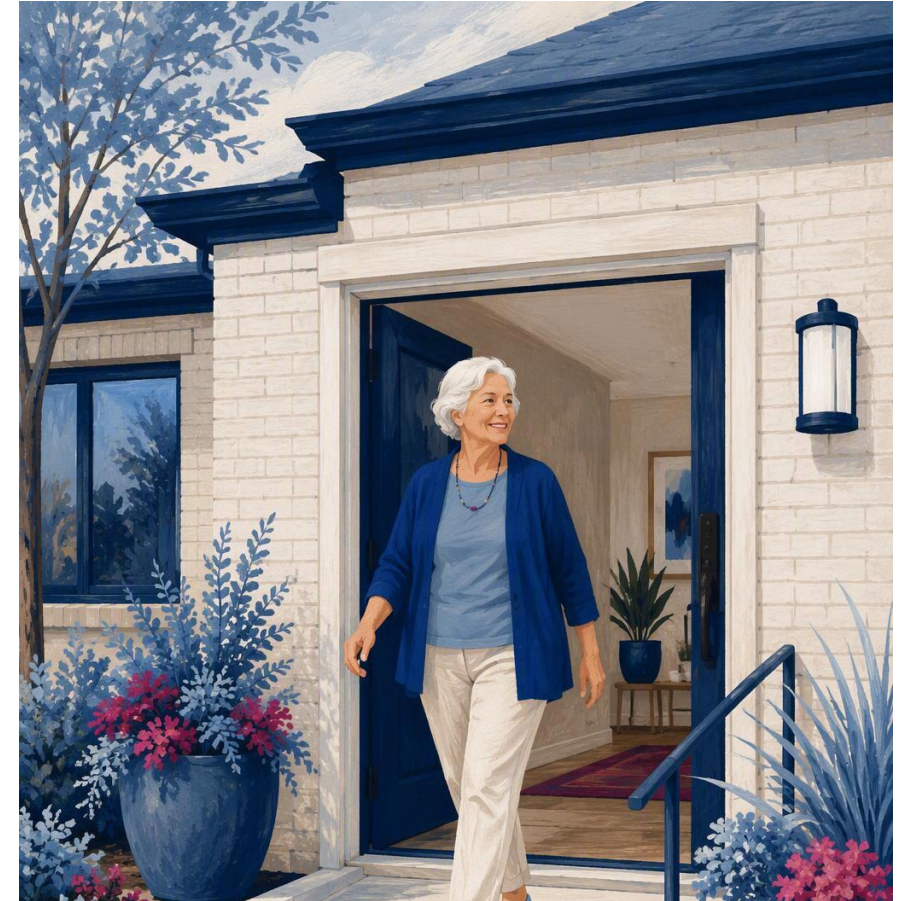
Independence for longer

Affordable supply

Partnerships that deliver homes

Tenant voice

Stronger neighbourhoods



Continuity through change

Essential services keep working

Residents

Clear communication
and accountability

Assurance

Protect safety
and manage risk

Workforce

Preserve knowledge
and strong partnerships

Five lessons from Southampton

5

Lessons for resilience

- 01 Residents**
Shape improvement together
- 02 Honesty**
Acknowledge the gap
- 03 Systems**
Make progress sustainable
- 04 Prevention**
Treat it as core business
- 05 Purpose**
Hold it through change

Resilient Housing Services are about practical hope

A resident treated with dignity

Put people before process
Turn promises into practical action
Create safety, trust and opportunity

**A landlord held to account.
A neighbourhood listened to.**



A more equal Southampton



Healthier



Safer



Greener



Growing

A modern, financially sustainable council that makes lives better for residents
