



Scrutiny committee

Date: **Thursday, 27 November 2025**
Time: **16:30**
Venue: **Mancroft room City Hall, St Peters Street, Norwich, NR2 1NH**

Committee members:

Councillors:

Wright (Chair)
Galvin (Vice-Chair)
Champion
Fulton-McAlister
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Agenda

		Page nos
1	Apologies To receive apologies for absence	
2	Declarations of interest (Please note that it is the responsibility of individual members to declare an interest prior to the item if they arrive late for the meeting)	
3	Minutes - to follow To confirm the minutes of the meeting held on 16 October 2025.	
4	Safer Norwich Board, Community Safety Partnership and Community Safety Activity Purpose - To report on the progress of the Council's Community Safety service and Safer Norwich Board during 2024-25 and provide an update on priorities for 2025-26.	5 - 14
5	Draft Good Neighbourhood Management Policy Purpose - To provide an update on the development of a Good Neighbourhood Management Policy. The Policy is currently in draft form, the input of Scrutiny Committee is sought prior to adoption and implementation.	15 - 56
6	Verbal Update from Norfolk Health Overview Select Committee Purpose - To receive an update from the Council's representative on the Norfolk Health Overview Select Committee.	
7	Deliberative Democracy Terms of Reference Purpose - The Scrutiny Committee are asked to note and agree the change in the terms of reference of the Deliberative Democracy task and finish group, which increases the membership from a maximum of 5 to a maximum of 7 members.	57 - 60
8	Work Programme Purpose - To approve the work programme 2025/26.	61 - 72
9	Exclusion of the public	

Consideration of exclusion of the public.

EXEMPT ITEMS:

(During consideration of these items the meeting is not likely to be open to the press and the public.)

To consider whether the press and public should be excluded from the meeting during consideration of an agenda item on the grounds that it involves the likely disclosure of exempt information as specified in Part 1 of Schedule 12 A of the Local Government Act 1972 or it being confidential for the purposes of Section 100A(2) of that Act.

In each case, members are asked to decide whether, in all circumstances, the public interest in maintaining the exemption (and discussing the matter in private) outweighs the public interest in disclosing the information.

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***10 Exempt Minutes - to follow**

To confirm the exempt minutes of the meeting held on 16 October 2025.

Date of publication: **Wednesday, 19 November 2025**



Committee name: Scrutiny

Committee date: 27/11/2025

Report title: Safer Norwich Board, Community Safety Partnership and Community Safety Activity

Portfolio: Councillor Jones, Cabinet Member for Housing

Report from: Executive director of communities and housing

Wards: All Wards

OPEN PUBLIC ITEM

Purpose

To report on the progress of the Council's Community Safety service and Safer Norwich Board during 2024-2025 and provide an update on priorities for 2025-2026.

Recommendation:

It is recommended that Overview and Scrutiny Committee consider and discuss the information outlined in the report.

Policy framework

The Council has five corporate priorities, which are:

- An open and modern Council.
- A prosperous Norwich.
- A fairer Norwich.
- A climate responsive Norwich.
- A future-proof Norwich.

This report meets the A fairer Norwich corporate priority

This report helps to meet the Safer Norwich Strategy 2023-2026

Background

1. Section 17 of the Crime and Disorder Act 1998 imposes a duty on local authorities to consider the implications of their actions on crime and disorder in their area, aiming to prevent crime and promote community safety.

2. In addition, Section 6 of the Crime and Disorder Act 1998 requires local authorities to be part of a community safety partnership, designed to bring together local partners to formulate and implement strategies to tackle crime, disorder and antisocial behaviour in their communities.
3. In Norfolk, this section 6 responsibility is discharged through the Norfolk Community Safety Partnership (NCSP), led by the Office of the Police and Crime Commissioner for Norfolk
4. To ensure the priorities of the NCSP are delivered with consideration to the specific needs of Norwich, the City Council implemented the Safer Norwich Strategy in 2023.
5. The Safer Norwich Strategy sets out to deliver at a local level for the city and neighbourhoods whilst continuing to take an active role in the Norfolk County Community Safety Partnership, so that there is a cohesive approach to all elements of community safety from a regional, local and neighbourhood level perspective.
6. The Safer Norwich Board (SNB) oversees the delivery of the Safer Norwich Strategy.
7. The SNB is chaired by the Portfolio Holder for Housing and Community Safety, however it is very much a partnership board with membership comprising statutory partners and other key partners operating within the Norwich area such as Norwich BID.
8. Actions identified to Norwich City Council at NCSP or SNB are delivered by the Community Safety Team, comprising the ASB team, Safer Neighbourhood Team, CCTV team and Community Safety Manager.

Review of 2024-2025

Norfolk Community Safety Partnership (NCSP) membership

9. For 2024-2025 the NCSP strategic priorities were (i) serious violence; (ii) Prevent (including community tension and hate crime); (iii) criminal exploitation; (iv) neighbourhood crime; and (v) fraud. The priorities and key actions are published [Norfolk County Community Safety Partnership Priorities](#) .
10. The Community Safety Manager represents Norwich City Council at NCSP meetings and on sub-groups, ensuring Norwich is included in projects and workstreams and that we meet our statutory obligations.
11. The Community Safety Manager is also chair of the Norfolk-wide Exploitation sub-group established in 2024-2025.
12. NCSP delivery highlights in 2024-2025 include a development of a Norfolk-wide ASB Case Review process and training for those who chair and/or participate in ASB Case reviews and development and delivery of the serious violence duty strategy

Safer Norwich Partnership Board

13. The Safer Norwich Board (SNB) enables partners to share information and progress on key projects and initiatives which support the shared aim of improving community safety.
14. Quarterly Neighbourhood Police Priority setting is used to support this work with the first priorities agreed in March 2024. These were initially retail crime; east Mile Cross area (for example, Shorncliffe Avenue;) county lines/drug related issues; and drug and alcohol related ASB in the Prince of Wales Road area.
15. At each quarterly meeting the Board receives an update on the previous quarter's priorities and agree the priorities for neighbourhood policing for the forthcoming quarter.
16. Priorities are identified drawing from a range of sources including: (i) police crime and anti-social behaviour (ASB) statistics; (ii), input from partners at the SNB based on local knowledge; and (iii) public priorities raised at Safer Neighbourhood meetings.
17. Where a partnership approach is required to deliver on the priorities, a Tactical Sub-group is convened.
18. During 2024-2025, sub-groups were convened to work on Operation Focus (ASB hotspots), retail crime and street drinking. This work contributes to four of the five NCSP priorities listed above.
19. Representation on the Board was increased with Student Services at the University of East Anglia joining during 2024-2025.
20. These actions also deliver against the following key success measures of the Strategy
 - We will develop a joint problem-solving approach to locational ASB across key partners and services
 - We will identify our key partners and ensure they are signed up to the Safer Norwich Board
 - The Safer Norwich Board informs and influences the NCSP
 - Provide support for those experiencing substance and alcohol addiction.
 - There is effective action to dismantle County Lines operations.
 - Protecting individuals, households, and communities from the impact of drug-dealing and cuckooing.
 - We work to prevent and address sexual violence in the night-time economy

ASB Team

21. The Norwich City Council Anti-Social Behaviour Team manages ASB for the 13900 council homes across the city and investigates domestic noise complaints, regardless of tenure, under the Environmental Protection Act.
22. The team manage over 1400 cases each year, a third of which are noise complaints.
23. Anti-social behaviour cases have followed the national trend of reducing year on year since the spike during and after the pandemic. However, the seriousness of cases has increased.
24. A revised ASB Policy was implemented in August 2024. [Anti-social behaviour policy statement 2024-27 | Anti-social behaviour policy statement 2024-27 | Norwich City Council](#)
25. Active County Lines and cuckooed properties are robustly challenged utilising Closure Orders, targeted injunctions and working with Police to obtain Criminal Behaviour Orders (CBO).
26. During 2024-2025, nine full or partial closure orders were obtained, with an additional three extended from 2023-2024 for a further three-month period.
27. Five residents of these properties were successfully relocated protecting them from cuckooing happening at their property. Updates received on these cases indicate that two residents have sought treatment for drug and alcohol misuse, and one of these has re-connected with their family after a long period without contact.
28. One, groundbreaking CBO prohibits an individual involved in County Lines from entering any social housing property across the City. This work contributes to the NCSP priorities of exploitation and neighbourhood crime/ASB.
29. Our approach to cuckooing is informing the County-wide Cuckooing policy being developed by NCSP.
30. Outside of ASB related to County Lines and Cuckooing, 21 Community Protection Warnings (CPW) and 11 Community Protection Notices (CPN) were issued to perpetrators of ASB.
31. In the most severe cases, where all other interventions had failed, three Notices of Seeking Possession were granted, protecting vulnerable residents and communities from crime and ASB.

Safer Neighbourhood Initiative

32. The council, with support from the NCSP, successfully bid for Safer Streets Funding £146,133 to improve and increase our response to place based ASB.
33. This funding was to support three projects: i) A Community ASB officer ii) additional noise monitoring equipment and re-deployable CCTV camera, and iii) crime prevention, problem solving and environmental visual audit training

34. The additional noise monitoring equipment and re-deployable CCTV cameras, purchased in April 2024, have been used by the ASB Team and the Community ASB officer to investigate reports of noise and ASB within our housing estates, and deter ASB, particularly within communal areas of our housing.
35. The Community ASB officer joined the council on a temporary contract in August 2024
36. Since this date, he has focussed on bringing our response to place based ASB in line with the existing housing related procedures and enhancing the support we provide to those experiencing this type of ASB.
37. In addition, he has provided support to the Safer Neighbourhood Co-ordinator in completing Environmental Visual Audits and related estate aesthetics work, and alley gate applications.
38. This in turn has enabled the Safer Neighbourhood Co-ordinator to respond to enquiries from residents more quickly, with an ambition to bring this in-line with the risk assessed based timescales of two or five days of housing related ASB.

CCTV

39. The City Council continued to provide CCTV monitoring during agreed hours Friday and Saturday to cover the evening and nighttime economy during 2024-2025.
40. Additional monitoring cover was provided during events in the city such as the Lord Mayors parade and Norwich Pride, and also as requested by Police such as during Operation Focus – a police operation targeting ASB in the city centre during specified periods in 2024-2025.
41. Our monitoring officers remained in close contact with Police Officers during these operations, this enabled Police to receive information on particular subjects' activity they would otherwise be unable to observe. Recordings were subsequently provided as evidence for prosecutions.
42. During summer 2024 we began to review the requirements for CCTV within Norwich in the medium to long term. As part of this, a contract variation was sought to extend the maintenance provision for a further year, and replace some aging hardware and software as needed.

Programme for 2025-2026

Norfolk Community Safety Partnership (NCSP) membership

43. In quarter four 2024-2025 a Strategic Needs Assessment was completed, together with a public consultation to refresh the strategic priorities of the NCSP as detailed in The Safer Norfolk Plan 2025 to 2028.
44. The priorities identified are:
 1. Serious violence, domestic abuse, sexual violence and abuse
 2. Drugs and alcohol
 3. Criminal exploitation including child exploitation and modern slavery
 4. Fraud

5. Place based crime and ASB
6. Safe Systems approach to road safety
7. Prevent and Community Cohesion
8. Water Safety

29. Delivery of the priorities is monitored by reports submitted by each NCSP sub-group and district representatives and reported against the NCSP combined delivery plan. Progress is reported to membership of the NCSP and the Police and Crime Commissioner.

Safer Norwich Partnership Board

45. The Board is updating the Safer Norwich Action plan as detailed in the Safer Norwich Strategy.
46. An exercise was conducted at the Board meeting in June 2025 to gather and prioritise partners' understanding of the community safety issues affecting Norwich alongside the Norfolk-wide picture provided by NCSP.
47. These priorities were organised into themes to provide a structure to develop the action plan and agreed by the Board as a set of priorities by how prevalent the issues were felt to be, and in reference to the NCSP priorities.
48. Over the past two years there has been an increase in community tension and protest activity, and this is being reflected in the Board's priorities and actions. A sub-group of the Board is focussing on actions and activities to support the development of a community cohesion programme
49. We have commissioned Belong, the Cohesion and Integration Network, to work with us to assess the current picture, host honest conversations, and upskill staff in community cohesion and conflict resolution skills.
50. Initial meetings have taken place with staff and partners during November 2025 and these have been very positive. The information gathered during these meetings will be used to map the current situation and identify where there are gaps in our current community network.
51. In addition, three workshops have been commissioned to support councillors working in their constituencies and these will be taking place during November and early December 2025.
52. This project is being delivered in partnership with NCSP, who have also contributed to the cost. Governance will be developed and sit within the Safer Norwich Board and the Community Relations and Prevent Subgroup of NCSP.
53. Further information will be provided in the Safer Norwich Board Annual Report in April 2026
54. The Safer Norwich Strategy 2023-2026 will be reviewed and updated in early 2026.

ASB Team

55. A new ASB manager was appointed in May 2025 to continue the improvement journey of the previous three years.
56. Feedback from residents has made it clear that the that the ASB triage process is a key driver of dissatisfaction with case handling
57. The ASB Manager has commenced a project to understand this dissatisfaction and improve the triage process. As a result, a new Domestic Noise Triage Process has been written and implemented. New process/procedures are being drafted for Domestic Noise Investigation, ASB Triage and ASB Investigation with the aim of driving consistency and improving case handling satisfaction
58. The aim being to improve resident feedback and satisfaction measures across the board for the anti-social behaviour service which we know are not consistent nor are they of the standard expected by residents.
59. Tenant Satisfaction Measure TP 12 “how satisfied or dissatisfied are you with Norwich City Council housing service’s approach to handling antisocial behaviour” is 57.4% year to date at the end of quarter three This is a reduction from quarter two result of 61.5%,
60. We are working to understand this reduction in satisfaction. As this is a perception survey and not based only on tenants with experience of working with the ASB team, an initial consideration is the perception of the community tension in Norwich over the summer period.
61. Results of the satisfaction survey of residents who had reported ASB for quarter three 3 show an increase in overall satisfaction with the ASB service to 43%, up from 20% in quarter three and 30% in quarter two
62. This is also the highest satisfaction rate since we have seen since 2022-2023, with the exception of quarter two 2024-2025 which was 43%
63. This increase in satisfaction is encouraging and believed to be an indication that the improvement measures we have implemented are having an impact on satisfaction rates. We are hopeful this improvement in satisfaction survey rates will translate to an improvement in our tenant satisfaction score in quarter four.

Safer Neighbourhood Initiative

64. A full review of the Safer Neighbourhood Initiative is underway with a view to identifying how the scheme can be developed.
65. The Community ASB Officer position has been extended to March 2026 following a successful bid for UK Shared Prosperity Fund and we are working to identify any funding that may be available to extend the position to 2026-2027.
66. The Safer Neighbourhood Initiative Community Fund is used to support community safety and anti-social behaviour objectives across the city.
67. In Summer 2025, funding of £5000 was granted to the Targeted Youth Support Service (TYSS) to support its summer programme of activities in Chapelfield

Gardens and outreach locations across the City, diverting children and young people from getting involved with crime and ASB and contributing to the priority regarding exploitation.

CCTV

68. The upgrades identified as necessary to keep our system operational during 2024-2025 have been delivered during quarter two.
69. A full review of CCTV in Norwich is under re-consideration due to Local Government Re-organisation (LGR) and the implications for CCTV under any agreed new structure.
70. Discussions are underway with Procurement to understand contract options post August 2026 during LGR.

Consultation

71. The Portfolio holder for Housing and Community Safety, Police and NCSP have been consulted on this report.

Implications

Financial and resources

72. Any decision to reduce or increase resources or alternatively increase income must be made within the context of the council's stated priorities, as set out in its community-led plan "We are Norwich" and budget.
73. There are no proposals in this report that would reduce or increase resources.

Legal

Community Safety Partnerships are statutory bodies required to carry out a number of duties. Section 17 of the Crime and Disorder Act requires local authorities to consider crime and disorder in all their functions.

Statutory considerations

Consideration	Details of any implications and proposed measures to address:
Equality and diversity	<p>The NCSP, Safer Norwich Board and Community Safety service focus on those impacted by crime and particular types of crime such as Hate Crime. Equality and diversity are considered in all activities.</p> <p>Necessary EqIAs are undertaken for projects and policies in development</p> <p>Equality and Community Impact Assessments (ECIA) are produced for all proposed enforcement activity.</p>
Reducing Inequality Target Areas (RITAs)	<p>Additional consideration is given to activities within RITA areas in the work undertaken by NCSP, Safer Norwich Board and Community Safety Service</p>
Health, social and economic impact	<p>The work of the NCSP, Safer Norwich Board and Community Safety teams is undertaken with consideration to how maximum positive impact can be made on health and the social and economic picture in Norwich</p>
Crime and disorder	<p>Addressed in the main body of the report</p>
Children and adults safeguarding	<p>All activities are undertaken with regard to the need to protect adults and children experiencing, or at risk of abuse or neglect in line with the Councils Safeguarding Policy</p>
Environmental impact	<p>Activities of the NCSP, Safer Norwich Board and Community Safety service are performed with regard to sustainability and minimising the impact on the Environment.</p> <p>This includes increased use of video conferencing to reduce travel undertaken and lift-sharing where travel is essential.</p>

Risk management

Risk	Consequence	Controls required
There are risks to our communities around any reduction in partnership working, including appropriate information sharing in relation to community safety.	Medium to high level impact on the support offered to victims of crime and associated reputational risk	This can be mitigated by continued commitment of the council to support partnership working and, to embed this into all areas of Norwich City Council's activities.

Other options considered

74. There are no other reasonably viable options

Reasons for the decision/recommendation

75. It is recommended that Overview and Scrutiny Committee consider and discuss the information outlined in the report and make recommendations as appropriate to the Portfolio holder

Background papers:

Safer Norwich Strategy 2023-2026 [Introduction | Safer Norwich Strategy 2023-26 | Norwich City Council](#)

The Safer Norfolk Plan 2025-2028 [Safer Norfolk Plan 2025 to 2028 | Norfolk PCC](#)

Appendices: None

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Committee name: Scrutiny

Committee date: 27/11/2025

Report title: Draft Good Neighbourhood Management Policy

Portfolio: Councillor Jones, Cabinet Member for Housing

Report from: Executive director of communities and housing

Wards: All Wards

OPEN PUBLIC ITEM

Purpose

To provide an update on the development of a Good Neighbourhood Management Policy. The Policy is currently in draft form, the input of Scrutiny Committee is sought prior to adoption and implementation.

Recommendation:

That the Committee consider the content of this report and the draft Good Neighbourhood Management Policy attached as Appendix A and make recommendations to the Portfolio Holder for Housing as appropriate.

Policy framework

The Council has five corporate priorities, which are:

- An open and modern Council.
- A prosperous Norwich.
- A fairer Norwich.
- A climate responsive Norwich.
- A future-proof Norwich.

This report meets the “A fairer Norwich” corporate priority

This report addresses “a collaborative council”, “our city and local neighbourhoods are safe, diverse and vibrant” and “empowered communities” priorities or actions in the Corporate Plan

This report helps to meet the Housing Management Strategy 2023-2026 and the Safer Norwich Strategy 2023-2023 adopted policy of the Council

Background

1. This policy aims to ensure that tenants have quiet enjoyment of their homes, and have a safe, clean and secure environment in which they can take pride.
2. The policy also ensures that residents are aware of, and understand their responsibilities, under their tenancy or lease conditions, both in relation to their property and neighbourhood.
3. This policy provides an overview of how we will manage our neighbourhoods on a day to day basis and is not meant to replace existing policies. Where appropriate links are provided to existing policies to provide further detail, including

[Anti-social behaviour policy statement 2024-27 | Anti-social behaviour policy statement 2024-27 | Norwich City Council](#)

[Communal areas policy | Communal areas policy | Norwich City Council](#)

[Mobility vehicle policy | Mobility vehicle policy | Norwich City Council](#)

4. The Good Neighbourhood Management Policy describes how the Council will improve performance against some Tenant Satisfaction Measures (TSMs) specifically:
 - TP10: Satisfaction that the landlord keeps communal areas clean and well maintained.
 - TP11: Satisfaction that the landlord makes a positive contribution to neighbourhoods.
 - TP12: Satisfaction with the landlord's approach to handling Anti-Social Behaviour (ASB).

Drafting the policy

5. Research has been undertaken using best practice from other authorities and guidance published by the Regulator of Social Housing and Housing Ombudsman.
6. Staff from across the council have inputted in the development of this policy as well as linking with existing policies and statutory duties. Feedback and engagement from residents has also formed the basis of the policy's development.

Consultation

7. Engagement with residents has taken place on the Housing Hub (Get Talking Norwich) between 1 October and 30 October 2025.
8. The engagement page and survey were promoted through social media and also word of mouth during day-to-day engagement of officers with residents
9. The survey asked questions relating to residents' experiences of their neighbourhood and what they would expect to see included in our Good Neighbourhood Management Policy

10. Participants were offered a mixture of tick box options and free text boxes.
11. 219 visits were received to the engagement page, with 70 responses received to the survey
12. In response to the question “What type of issues affects quality of life in your neighbourhood”, 43 respondents selected rubbish or fly tipping, 36 selected noise and 34 selected parking.
13. 47 respondents indicated they would not know where to go for help with neighbourhood issues
14. 56 respondents indicated they believe the policy should include clear information for neighbourly behaviour, with 54 asking for contact details for support and 40 requesting information about shared space responsibilities
15. In response to this feedback, a section has been incorporated entitled “Being a Good Neighbour”, information regarding seeking support and responsibilities in shared spaces had been included in the previous draft.
16. Information detailed in the free text fields in the survey responses has been passed to the relevant managers to help improve service delivery

Implications

Financial and resources

17. Any decision to reduce or increase resources or alternatively increase income must be made within the context of the council’s stated priorities, as set out in its community-led plan “We are Norwich” and budget.
18. There are no proposals in this report that would reduce or increase resources

Legal

19. Legal implications include:

- Landlord and Tenant Act 1985
- Commonhold and Leasehold Reform Act 2020
- Housing Act 1996
- Housing and Regeneration Act 2008
- Building Safety Act 2022
- Regulatory Consumer Standards:
 - The Safety and Quality Homes Standard
 - The Transparency, Influence and Accountability Standard
 - The Neighbourhood and Community Standard

Statutory considerations

Consideration	Details of any implications and proposed measures to address:
Equality and diversity	An EqIA has been completed as the policy to ensure due consideration is given our Public Sector Equality Duty and reducing inequalities between our residents.
Reducing Inequality Target Areas (RITAs)	As many of the council's housing areas encompass RITA's, it is expected that the Good Neighbourhood Management Policy will impact these positively, by setting out what residents can expect from the Council in management of our shared spaces.
Health, social and economic impact	Improving management of shared spaces is expected to have a positive implication on health and social factors, and therefore an indirect positive economic impact
Crime and disorder	"Places and spaces" is one of the key priority areas for the Norfolk Community Safety Partnership. Improving our shared spaces is expected to have a positive impact on crime and disorder
Children and adults safeguarding	The Good Neighbourhood Management Policy supports the aims of our Children and Adults Safeguarding policy by contributing to everyone feeling valued as part of a safe and caring community
Environmental impact	Management of external shared spaces will have a positive impact on biodiversity

Risk management

Risk	Consequence	Controls required
Compliance (High)	Failure to implement a Good Neighbourhood Management Plan could mean we are not meeting best practice requirements.	Draft and implement a good quality Good Neighbourhood Management Plan at the earliest opportunity

Other options considered

20. There are no other reasonable viable options

Reasons for the decision/recommendation

21. It is recommended that the Scrutiny committee review the progress of the Good Neighbourhood Management Plan to ensure that the policy is robust and supports the delivery of the commitments of Norwich City Council to a fairer city, and makes recommendations for inclusion or omission

Background papers: None

Appendices:

Appendix A - Draft Good Neighbourhood Management Policy

Appendix B - Good Neighbourhood Management Policy EQIA

Appendix C – Summary Report Good Neighbourhood Management Survey
October 2025

Contact officer:

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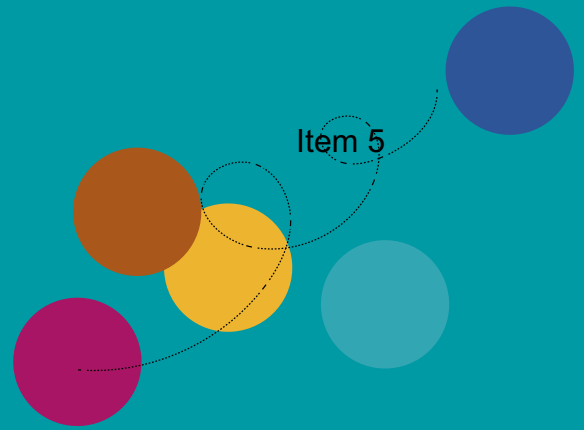
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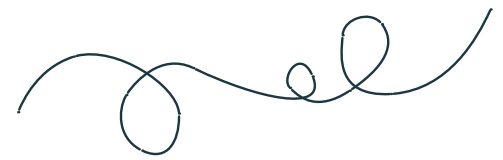
NORWICH
City Council



Good Neighbourhood Management Policy

**Supporting good neighbour relationships
in our homes and estates**





Policy

Title: Good Neighbourhood Management Policy

Owner: Karen Smith

Approval level: Executive Director and Portfolio Holder

Version: Draft version subject to Scrutiny on 27 November 2025

Published date:

Review period: Three years

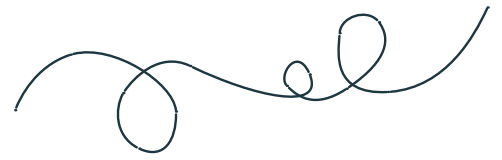
Review date:

Relevant legislation or regulation:

- Landlord and Tenant Act 1985
- Commonhold and Leasehold Reform Act 2002
- Housing Act 1996
- Housing and Regeneration Act 2008
- Building Safety Act 2022
- Regulatory Consumer Standards:
 - The Safety and Quality Homes Standard
 - The Transparency, Influence and Accountability Standard
 - The Neighbourhood and Community Standard

This policy is based on the recommendations made in the Housing Ombudsman Spotlight Report 'Time to be Heard.'

Version control			
Date	Version number	Reason	Author
04/11/25	1	Draft for Scrutiny Approval	Karen Smith

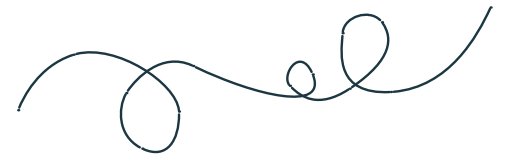


1. Introduction

- 1.1 We want our customers to live on estates and in neighbourhoods that are safe, diverse and vibrant. This policy provides a clear framework for dealing sensitively and proportionally with behaviours, that are *not* Antisocial Behaviour (ASB), and therefore unlikely to be a tenancy breach, but things that may require a different response from us as a landlord. Where the behaviour is not ASB, we will not seek to apportion blame, nor will we be likely to consider any of our legal tools which are available to use in ASB cases. Although some behaviours are not ASB they can still cause a great deal of upset and frustration to customers, creating tensions between neighbours and wider communities. Whilst we may be limited in our responses, this policy is designed to lead to better outcomes and set out how we may be able to assist.
- 1.2 Norwich City Council acknowledges our responsibility to manage and enhance the neighbourhoods where our housing is located. This policy outlines the steps that Norwich City Council will take maintaining and improving neighbourhoods and provides an overview of other council policies which contribute towards safe, diverse and vibrant neighbourhoods.

2. Aims and Objectives

- 2.1 This policy applies to our housing areas and spaces shared between Norwich City Council and other housing providers such as communal areas or green spaces in housing areas. Where we refer to an estate, it may mean houses with shared communal areas or a block (or blocks) of flats or a mixture of both.
- 2.2 This policy provides information for residents, colleagues and partners about how we approach neighbourhood issues which are not antisocial behaviour but still require a landlord response. This includes how we manage our estates to ensure they are maintained to a high standard.
- 2.3 Our aims of this policy are:
 - Ensure that all customers are aware of their respective responsibilities.
 - Working in partnership with other agencies such as the Police, Environmental Health Social Services and Local Authorities to provide safe, clean and sustainable neighbourhoods.
 - Provide good housing management services so our neighbourhoods are well managed and maintained where all residents feel safe and proud to live there.
 - Encourage customer engagement in the management of our neighbourhood.



3. Our approach

- 3.1 Behaviour that causes nuisance to others can often fall within two distinct categories: Anti-Social Behaviour (ASB) and non-ASB nuisance.

Although the impact on others may be similar, the causes of such issues will differ and therefore require a separate response by Norwich City Council. Antisocial Behaviour will be managed under our ASB Policy.

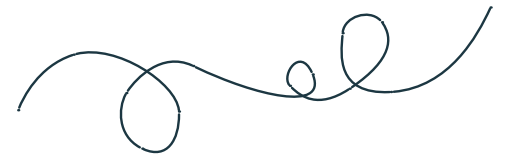
[Anti-social behaviour policy statement 2024-27 | Anti-social behaviour policy statement 2024-27 | Norwich City Council](#)

- 3.2 Norwich City Council believe all residents should be afforded peaceful enjoyment of their home. We understand that when residents' behaviour causes nuisance and annoyance to others, it can have a significant impact on both individuals and communities. Norwich City Council are committed to identifying the root cause of issues and addressing them fairly and appropriately.

- 3.3 Every person has different tolerances, expectations and perceptions when deciding a behaviour is or is not appropriate. This means that some people will see certain behaviour as 'antisocial' even if the behaviour may be considered reasonable. Some behaviour may impact a customer but there is no intention by the other customer to offend / cause harm or upset and therefore may not be considered as unreasonable.

Examples of behaviour which we do not consider to be ASB include but are not limited to:

- Parking disagreements (if the other driver is parking in accordance with all contractual/legal requirements)
- Cooking smells
- Cultural differences
- 'Dirty looks'
- The positioning of refuse bins
- Personal dislikes
- Personal relationship breakdowns
- Children falling out with each other.
- Isolated incidents of loud music
- General household or living noise (babies crying, children playing, people talking and walking in their homes, closing doors and windows, vacuuming, and using white goods, DIY, working from home in a computer-based role)



- Isolated incidents of loud shouting and arguing
- Motorbike/car engines starting/running

4. How we can help

4.1 We will ensure customers have the information they need to manage neighbourhood issues (including their communication with their neighbours) and where required, know how to inform us regarding an escalation of the issue. This information is available on our website. We will fund mediation services where communication has broken down between residents. There may be times where we refer to and consult partner agencies, with permission, to share information and identify the best possible support and guidance.

4.2 Noise Transference and household noise.

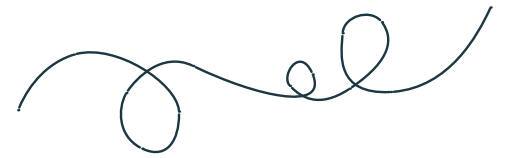
Where noise transference has been identified as a problem at an address, steps will be taken at the point that the property next comes empty (known as void). If it is noted in a case that the noise transference is being caused due to problem laminate flooring (i.e. where incorrect or no underlay has been used) then a marker will be added to the property within the system for this flooring to be removed at void.

Where possible carpets will be left in void properties, providing they are of good condition. This is to support new tenants financially by not having to immediately purchase flooring but also reduce the risk of noise transference. Guidance will be issued by the Housing Officers in lettings around the installation of flooring in flats above ground floor at the point of sign up, to reduce the likelihood of laminate flooring being installed without underlay.

In cases where overcrowding is identified as a cause of household noise, a referral will be made to our Tenancy Management team and INTERACT to look at whether the family are suitably housed. They may support the household to find alternative and more suitable accommodation.

4.3 Graffiti

Graffiti is not just a criminal offence, it can also have a negative impact on the lives of those whose neighbourhoods, parks, and property are affected by it and every year we have to spend thousands of pounds of taxpayers' money removing it. In some instances, graffiti can be painted over or washed/scrubbed off by the caretaker. In other instances, specialist cleaning may be needed to remove it using pressure-washing equipment or chemicals. Where unauthorised or unwelcome graffiti occurs



on buildings and structures owned by the Council, the responsibility will reside with the Council to remove the graffiti in line with our service standards. We will remove offensive graffiti within 2 hours of receiving a report, and non-offensive graffiti within 14 days.

4.4 Litter, Fly-tipping, Dog fouling

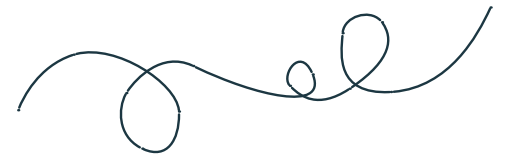
We will remove dog fouling, litter and fly tipped rubbish and dumped items of bulky waste in accordance with our service standards. We will investigate and remove needles and sharps within 2 hours and fly tipping within 48 hours. We will attempt to identify people responsible for dumping rubbish and fly tipping, littering and dog fouling and take appropriate action. We will work with other agencies and council departments to resolve and discourage rubbish dumping, littering and fly tipping and dog fouling on our managed land.

4.5 Waste Management

This is subject to the Household Waste Duty of Care Regulations 2005 and Environmental Protection Act 1990. The Council set the regulations applying to Norwich and has a contractor for the collection of waste and recycling from resident's properties. We have a duty to provide a bin for rubbish collection and also a means of providing a recycling services. Residents will be provided with the correct bins for their type of home This could be domestic wheelie bins or larger communal bins for general waste, recycling and food waste recycling. Residents maybe also in certain accommodation be provided with sacks and they need to present these for collection at an agreed location. Residents need to present their waste correctly for collection at an agreed location appropriate to their residential location. If a resident has not been provided with an external means of waste storage, they will be required to keep their waste within their home until the stated time when they are allowed to present their waste and recycling for collection. The contractor will clear up any spillages that occur because of the collection process. The contractor will not remove any of the following: loose refuse bags/ bulky items that are presented by the residents in the communal bin areas or outside of a communal collection container that is overflowing or is found to contain excluded items or contaminated items in recycling containers.

4.6 Grounds Management

We are responsible for managing and maintaining areas of land within our neighbourhoods, including areas around Council owned homes, although some areas such as roads and verges may be owned by other authorities. The grounds maintenance service is provided by our designated contractor. Grounds Maintenance covers the provision of the following services: Manual and automated sweeping, cutting and maintenance of grassed areas, weed, algae & moss control (hard and



soft landscaped areas) shrub, hedge and bush maintenance, management of trees on council land or communal areas. Grounds management is covered within a service charge. We will ensure that the overall service is to a good standard at all times.

Tenants are expected to manage their garden as part of their tenancy with us, it should be kept in good condition to ensure it does not impact upon neighbouring properties. This includes trees and large shrubs in your garden, particularly if they overhang a neighbouring property. If you are struggling to manage your garden please contact the Housing Team to see if we can support you or refer you for support.

4.7 Tree Management

The benefits that trees provide play an important role in improving the quality of council tenants' and wider citywide residents' lives and increases biodiversity throughout the city. We maintain 8,438 trees within communal housing areas and 1,253 trees recorded in tenanted council houses throughout the city. Historically there have been tree management issues in housing areas caused by inappropriate tree planting that continue to cause issues for tenants. We will use the principles of planting the 'right tree in the right place' to reduce future management issues.

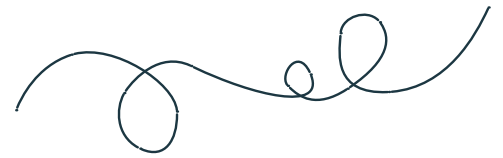
If you think that there is a tree in your garden that is either dead, dying, diseased or dangerous please report the details to our tree team via the council website [Report a problem with tree on council owned land | Report a problem with tree on council owned land | Norwich City Council](#)

4.8 Parking- abandoned vehicles

We will promptly deal with any abandoned or unroadworthy vehicles found on land that we manage. We will investigate and take action to identify the owner of the vehicle and have it removed for disposal if appropriate. Any vehicle in good condition with a valid MOT and vehicle tax will not be considered as abandoned and will not be investigated.

4.9 Estate Management, Caretaking, and Communal areas

Estate Management and Caretaking teams play a vital role in creating safe, clean, and welcoming shared spaces within our housing communities. We are committed to removing potential fire hazards quickly, keeping communal areas well-maintained, and ensuring that repairs are carried out promptly. By working in partnership with other council teams, we also help enhance external communal areas—supporting spaces that residents and visitors can take pride in and enjoy.



- 4.10 We are committed to providing opportunities for our customers to work alongside us to improve customer satisfaction in relation to estate services and to provide feedback regarding their neighbourhood and we will publicise where there are opportunities for residents to attend our estate inspections. We will capture and record customer and colleague feedback regarding the neighbourhood and use it to determine whether any follow up action is required.
- 4.11 The safety of our communal areas is of paramount importance to us, you can find more detail about the work our teams do to keep these areas safe in our communal areas policy.

[Communal areas policy | Communal areas policy | Norwich City Council](#)

Tenants are requested not to keep or store any personal items in communal areas in sheltered housing.

- 4.12 For many people, mobility vehicles are integral to addressing mobility needs. For local journeys, they're a practical alternative to a car and this is a prime reason for their increasing ownership and use. Our policy balances residents' needs and aspirations to own mobility vehicles with health and safety concerns for other residents, staff, and visitors. You can find more about this here;

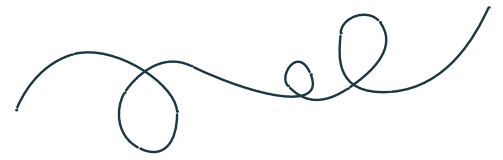
[Mobility vehicle policy | Mobility vehicle policy | Norwich City Council](#)

Storage is limited in our sheltered housing schemes, and tenants must seek permission before purchasing a mobility vehicle to ensure appropriate storage is available. In some cases this may be within your own home.

- 4.13 **Ball Games and Children Playing**

We encourage the use of outdoor communal spaces by all residents and visitors, with the expectation that children are supervised and that the spaces are used responsibly. Paddling pools and other outdoor furniture cannot be left in communal spaces when not in use and should be stored within your property. Care should be taken playing ball games to ensure that damage is not caused to windows or vehicles and please do not bounce balls off communal walls to reduce disruption to occupants. We encourage residents to be mindful of noise levels, especially during early mornings and late evenings, to maintain a peaceful environment.

5. Being a good neighbour



5.1 Good neighbours are considerate, tolerant and understanding of others and their different lifestyles, and they help build successful communities. Despite this, there are different behaviours that can cause problems for neighbours and some are more serious than others.

5.2 Different lifestyles and one-off incidents

We are all different and we ask that you respect that. Often people do not realise they may be disturbing others. One-off incidents can be annoying, such as a loud party, but if they are not frequent then you should try to tolerate it. If they occur on a regular basis, and the disturbance causes you a problem, it is often a matter of making your neighbour aware in a friendly manner and seeking to work out a solution together.

5.3 What you can do to be a good neighbour

Here are some tips on how you can be a good neighbour to prevent problems arising:

Noise

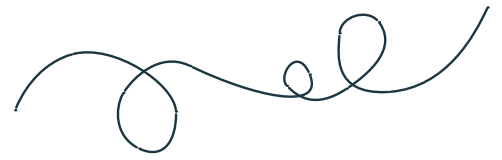
- As part of everyday living, and the fact that no home is totally soundproof, we all must expect some noise from the people living around us. Common everyday living noise includes TVs and stereos, DIY, dogs barking, intruder or car alarms, slamming doors or simply walking around the property
- Recognise that your neighbours do not want to hear noise from your home, particularly late at night, or for long periods
- Keep noise at a reasonable level at all times e.g. from the TV, stereo, radio
- Noise carries through walls, floors and doors. Laminate flooring (particularly in flats), and other hard surfaces, can amplify noise. To help reduce it, put down rugs and fit felt or rubber pads to movable furniture
- Warn your neighbours if you are going to do anything noisy e.g. having a party or doing DIY
- Co-operate with your neighbours if they ask you to reduce noise. For example, you can position your TV or stereo away from the walls you share with your neighbours.

Pets

- Pets (except confined small pets) are not permitted at some higher rise accommodation and sheltered housing schemes

Being a responsible dog owner

- Dogs are great companions but make sure they don't whine or bark for long periods of time
- If your dog fouls in a public space, you should clean it up



- Always keep your dog under control e.g. use a lead when walking them
- Dogs are not permitted in some higher rise accommodation such as the tower blocks

Gardens and communal areas

- Do not block communal areas with prams, bicycles or your other personal belongings
- Do not allow your garden to become overgrown and unkempt. Keeping it tidy and free of rubbish helps improve the look of the area. Where gardens look neglected, they can sometimes encourage fly-tipping
- If you share a communal door, make sure it's always kept closed and you don't let anyone in that you don't know. This way everyone's homes are kept secure

Bins

- Recycle your waste as much as possible and make sure you use the right bins
- Make sure you put your bin out for collection no earlier than 6pm the night before and always bring it back in after collection
- See our bulky waste collections page if you have any bulky household items that you no longer want and need advice on how to dispose of them appropriately
- If you have a communal bin area, dispose of your rubbish correctly in the bins, and make sure the area around the bins is kept tidy.

Bonfires

- Do not light a bonfire if your neighbour has washing out, is using their garden or has their windows open
- Do not light the bonfire close to any other property to prevent the risk of the fire spreading
- Instead of having a bonfire you could consider other methods of disposing of rubbish, such as using the local household waste recycling centre or composting garden waste.

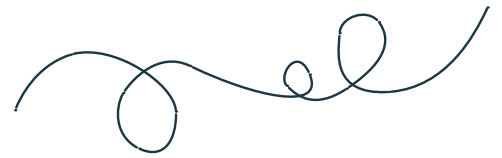
Having frequent bonfires could be causing a 'statutory nuisance' and we have the power to issue 'abatement notices' to stop them happening.

Parking

- Park considerately
- Recognise that you don't have the right to park outside your home. Anyone can park on a public road if they adhere to any restrictions imposed by way of signs and markings and it is not causing an obstruction
- Avoid blocking entrances, dropped kerbs, garages or pavements.

Children playing

- Be tolerant of children playing outside

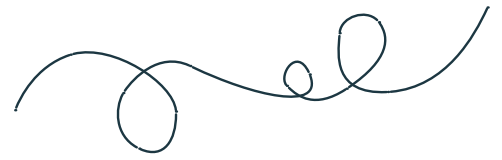


- However, if you're a parent, consider how the noise of your children playing outside may affect your neighbours. Consider if there's a safer place to play such as a park or skateboard area
- If a child accidentally throws or kicks a ball into your property, you should either hand it back or allow it to be collected

If children harass, intimidate or disturb others then complaints are justified, and parents must respond reasonably.

6. Equality Impact Assessment

- 6.1 A full Equality Impact Assessment has been carried during the development of this policy. Good neighbourhood management assists with having neighbourhoods where consideration for others and inclusion is more effective.



If you need this information by email for use with the read-aloud function or in an alternative format, please contact us on **0344 980 3333** or visit **norwich.gov.uk/intran**

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EQUALITY IMPACT ASSESSMENT



What is being assessed	Good Neighbourhood Policy	Status	First assessment of new policy
Officer completing this form	Charlotte Woodward/ Karen Smith	Officer's role	Tenancy Services Manager / Community Safety Manager
Team	Tenancy Services Team	Directorate	Community Services
SLT sponsor	Davina Howes	Role	Executive Director of Housing and Community Safety
Date assessment commenced	23.10.2025	Date of completion	06.11.2025

Will the report this EqIA relates to go to Committee? If so, which one and when?

This policy is being considered by the Scrutiny Committee on 27 November 2025. It will be approved by the Council's Director of Communities and Housing, in consultation with the Cabinet Member holding the Housing portfolio.

What are the main aims or purpose of the strategy, policy, plan, project, contract or major change to your service which you are considering? (include links to project briefs, cabinet reports etc)

Under the Neighbourhood and Community Standard, The Regulator of Social Housing requires all registered providers to publish a policy setting out, how in consultation with their tenants, they will maintain and improve the neighbourhood associated with their homes.



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How does it fit with other services and policies, and how does it support our [corporate priorities](#)?

The Good Neighbourhood Management Policy directly supports the council’s corporate plan, *We Are Norwich 2024–2029*, and contributes to delivering on several of its five strategic priorities:

- **A fairer Norwich** – by promoting safe, inclusive, and well-maintained neighbourhoods, the policy helps tackle inequality and supports residents’ wellbeing, particularly in more disadvantaged areas.
- **A climate responsive Norwich** – through its emphasis on maintaining green spaces and improving the local environment, the policy contributes to the council’s goals around sustainability and biodiversity.
- **A future-proof Norwich** – by fostering community cohesion and encouraging resident involvement, the policy supports empowered communities and helps build resilience at a neighbourhood level.
- **An open and modern council** – the policy reflects the council’s commitment to transparency, responsiveness, and co-design with residents, aligning with the principle of listening to the city and shaping services around community needs.

The policy complements existing strategies such as the Tenancy Management Policy, Anti-Social Behaviour Policy, and Resident Engagement Strategy. It also supports the Norwich 2040 City Vision, particularly the themes of *inclusive growth*, *environmental sustainability*, and *strong communities*.

By embedding equality, inclusion, and partnership working into neighbourhood management, the policy helps deliver on the council’s guiding principles: doing the basics well, focusing on climate, using evidence, and putting equality front and centre.

What is the reason for the proposal or change (financial, legal etc)? *The Equality Act requires us to make this clear.*

A requirement under the Neighbourhood and Community Standard of the Social Housing Regulation Act (2024) Consumer Standards.

Who will be affected by this strategy, policy, plan, project, contract or major change to your service?

(Please tick all that apply)

- Residents
- Visitors
- Council Staff



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	<input type="checkbox"/> Businesses <input checked="" type="checkbox"/> Workers
<p>Please state any specific client group or groups (e.g. City council tenants, visitors, people who work in the city but do not live here):</p> <p>Norwich City Council tenants, residents living in council-managed estates, and individuals engaging with housing and community safety services. This may also include vulnerable residents, such as those with mental health needs, disabilities, or experiencing socio-economic hardship.</p>	
<p>Which wards will be impacted by your proposal?</p> <p><input checked="" type="checkbox"/> ALL Norwich City Council wards</p> <p><input type="checkbox"/> Bowthorpe</p> <p><input type="checkbox"/> Catton Grove</p> <p><input type="checkbox"/> Crome</p> <p><input type="checkbox"/> Eaton</p> <p><input type="checkbox"/> Lakenham</p> <p><input type="checkbox"/> Mancroft</p> <p><input type="checkbox"/> Mile Cross</p> <p><input type="checkbox"/> Nelson</p> <p><input type="checkbox"/> Sewell</p> <p><input type="checkbox"/> Thorpe Hamlet</p> <p><input type="checkbox"/> Town Close</p> <p><input type="checkbox"/> University</p> <p><input type="checkbox"/> Wensum</p>	<p>Does your proposal impact any of the council’s Reducing Inequality Target Areas (RITAs)?</p> <p>When specifying RITA areas, please refer to the area's profile which can be found through this link to the Indices of Multiple Deprivation (IMD) and consider its specific characteristics to inform this EqIA.</p> <p><input type="checkbox"/> Catton Grove</p> <p><input type="checkbox"/> Earham</p> <p><input type="checkbox"/> Heartsease</p> <p><input type="checkbox"/> Mid Lakenham</p> <p><input type="checkbox"/> Mile Cross</p> <p><input type="checkbox"/> North City Centre</p> <p><input type="checkbox"/> Pilling Park</p> <p><input type="checkbox"/> Vauxhall Street</p> <p><input type="checkbox"/> West Pottergate and Russell Street</p>
<p>What outcomes do you want to achieve, why and for who? (include references to specific groups of people and the inequalities faced, including health inequalities)</p> <p>To clearly and transparently explain how we will maintain and manage the neighbourhoods in which our tenants live. The policy also aims to foster good relationships between residents.</p>	
<p>What evidence and data has been used for this assessment, including community engagement and consultation? (include links to data sources, consultations etc)</p>	



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This assessment draws on a range of evidence sources:

- **Resident engagement activities** including estate walkabouts, tenant panels, and feedback from community safety consultations, and a survey on Get Talking Norwich specifically relating to what residents believe to be a good neighbourhood. The outcome of this showed residents would like to see information on how to be a good neighbour, and signposting for support included in the policy
- **Internal service data** such as complaints, anti-social behaviour reports, and tenancy sustainment records.
- **Neighbourhood profiles and deprivation data** from the Indices of Multiple Deprivation (IMD), used to identify areas of higher need and inform targeted interventions.
- **Corporate consultation findings** from the development of the We Are Norwich 2024–2029 plan, which highlighted concerns around neighbourhood safety, cleanliness, and inclusion.
- **Equality monitoring data** from housing services, used to understand service access and outcomes across protected characteristics.
- **Feedback from partner organisations** including NCSL and Gasway, who deliver services on behalf of the council and engage directly with residents.

These sources have helped identify potential inequalities and informed the development of inclusive actions within the policy.

Who implements, carries out or delivers the policy, practice, service or function? (*Officer role/team/body and other organisations who deliver under procurement or partnership arrangements*)

All council officers working within Housing and Community Safety and contractors operating on our behalf, including NCSL and Gasway.

Will anyone be disproportionately affected by what you are proposing, and/or will it create any benefits? (*customers, employees, groups in the wider community etc*). You may refer to this template's [EqIA guidance document](#) for suggested equality considerations.

This policy should not disproportionately impact any one group, the benefits of this policy will include that our tenants and residents are clear about what we will do to maintain and improve their area, along with the ways in which they can get involved.

It will set out what it means to be a good neighbour, and the standards of behaviour residents can expect from their neighbours.



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If yes, complete the relevant sections overleaf for any benefits and adverse impacts identified.

Affected group	Key findings from analysis of data and evidence. Identify any gaps in data here	Level & type of impact:		Actions to mitigate impacts, maximise benefits or address identified gaps in data	By when dd/mm/yy
A group defined by age (please specify the age range)	Children may be positively impacted by improved play areas and clearer expectations around behaviour. Older residents may be affected by noise, anti-social behaviour, or inaccessible communal spaces.	<input checked="" type="checkbox"/> Positive impact <input checked="" type="checkbox"/> Adverse impact	<input checked="" type="checkbox"/> Low impact <input type="checkbox"/> Medium impact <input type="checkbox"/> High impact	Ensure estate management includes age-friendly design and engagement. Wherever possible promote intergenerational activities and feedback mechanisms.	Ongoing
Those with physical access or mobility needs	Poorly maintained paths, lighting, or communal areas may disproportionately affect those with mobility impairments.	<input type="checkbox"/> Positive impact <input checked="" type="checkbox"/> Adverse impact	<input type="checkbox"/> Low impact <input checked="" type="checkbox"/> Medium impact <input type="checkbox"/> High impact	Engage with disabled residents to identify barriers.	Ongoing
Those that identify as disabled (specify disability; if multiple disabilities, please enter	Residents with mental health conditions may be disproportionately affected by enforcement actions or neighbour disputes.	<input type="checkbox"/> Positive impact <input checked="" type="checkbox"/> Adverse impact	<input checked="" type="checkbox"/> Low impact <input type="checkbox"/> Medium impact <input type="checkbox"/> High impact	Apply the Vulnerability Framework and Tenancy Sustainment procedures. Continue to train staff in mental health awareness.	Ongoing



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<i>each on a new line</i>					
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Gender reassignment <i>(those proposing to undergo, are undergoing or have undergone transition from one gender to another)</i>	Transgender residents may face discrimination or exclusion in neighbourhoods. The policy's emphasis on respectful behaviour is a positive step.	<input checked="" type="checkbox"/> Positive impact <input type="checkbox"/> Adverse impact	<input checked="" type="checkbox"/> Low impact <input type="checkbox"/> Medium impact <input type="checkbox"/> High impact	Reinforce inclusive messaging in communications. Monitor complaints and feedback for transphobic incidents.	
Marriage and civil partnership	No specific or disproportionate impact on this group identified.	<input type="checkbox"/> Positive impact <input type="checkbox"/> Adverse impact	<input type="checkbox"/> Low impact <input type="checkbox"/> Medium impact <input type="checkbox"/> High impact	N/A	N/A
Pregnancy and maternity	Pregnant individuals and families with young children may be impacted by neighbourhood conditions such as noise, cleanliness, and safety.	<input type="checkbox"/> Positive impact <input checked="" type="checkbox"/> Adverse impact	<input checked="" type="checkbox"/> Low impact <input type="checkbox"/> Medium impact <input type="checkbox"/> High impact	Ensure estate management considers accessibility and safety for families. Promote inclusive play areas and safe walking routes.	Ongoing



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Race/ethnicity	Residents from ethnic minority backgrounds may face discrimination or feel excluded. The policy's emphasis on respectful behaviour is a positive step.	<input checked="" type="checkbox"/> Positive impact <input type="checkbox"/> Adverse impact	<input checked="" type="checkbox"/> Low impact <input type="checkbox"/> Medium impact <input type="checkbox"/> High impact	Ensure inclusive language and representation in policy materials. Monitor feedback and complaints for racial discrimination.	Ongoing
Religion and belief <i>(define the religion or belief affected; if multiple beliefs, enter a new line for each defined disability)</i>	Residents may experience religious discrimination or feel excluded from community life. The policy's emphasis on respectful behaviour supports inclusion.	<input checked="" type="checkbox"/> Positive impact <input type="checkbox"/> Adverse impact	<input checked="" type="checkbox"/> Low impact <input type="checkbox"/> Medium impact <input type="checkbox"/> High impact	Promote respect for religious diversity in neighbourhood standards. Continue to engage with faith groups to support inclusive practice.	Ongoing
Sex	Women may be disproportionately affected by anti-social behaviour or poorly lit areas.	<input type="checkbox"/> Positive impact <input checked="" type="checkbox"/> Adverse impact	<input checked="" type="checkbox"/> Low impact <input type="checkbox"/> Medium impact <input type="checkbox"/> High impact	Ensure estate management includes safety audits and promotes inclusive engagement.	Ongoing
Sexual orientation	Residents may experience discrimination on the basis of their sexual orientation. The policy's emphasis on respectful behaviour supports inclusion.	<input checked="" type="checkbox"/> Positive impact <input type="checkbox"/> Adverse impact	<input checked="" type="checkbox"/> Low impact <input type="checkbox"/> Medium impact	Promote inclusive neighbourhood messaging. Continue to engage with LGBTQ+ groups to ensure visibility and inclusion.	Ongoing



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			<input type="checkbox"/> High impact		
Socio-economic hardship (<i>includes unemployment, low income, food insecurity, and difficulty accessing healthcare and education</i>)	Residents in deprived areas may face barriers to engagement or feel excluded from decision-making.	<input type="checkbox"/> Positive impact <input checked="" type="checkbox"/> Adverse impact	<input type="checkbox"/> Low impact <input checked="" type="checkbox"/> Medium impact <input type="checkbox"/> High impact	Use the Vulnerability Framework to target support. Promote inclusive communication and engagement.	Ongoing
Refugees and Migrants	Language barriers and cultural differences may affect understanding of neighbourhood standards or access to services.	<input type="checkbox"/> Positive impact <input checked="" type="checkbox"/> Adverse impact	<input checked="" type="checkbox"/> Low impact <input type="checkbox"/> Medium impact <input type="checkbox"/> High impact	Provide translated materials and culturally sensitive engagement. Work with community organisations to support this engagement.	Ongoing
Armed Forces (<i>includes those who have served or continue to serve in our Armed Forces</i>)	Veterans may experience isolation or mental health challenges that affect neighbourhood integration.	<input type="checkbox"/> Positive impact <input checked="" type="checkbox"/> Adverse impact	<input checked="" type="checkbox"/> Low impact <input type="checkbox"/> Medium impact <input type="checkbox"/> High impact	Where possible, link residents who identify themselves as being Ex Armed Forces with local Armed Forces support networks.	Ongoing



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<p>Other groups <i>(includes care leavers, carers, people sleeping rough, or any other marginalised or vulnerable group)</i></p>	<p>Council employees - Sets expectations of what people can expect the council to do in terms of managing our estates and provides council officers with clear guidance.</p>	<p><input checked="" type="checkbox"/> Positive impact</p> <p><input type="checkbox"/> Adverse impact</p>	<p><input checked="" type="checkbox"/> Low impact</p> <p><input type="checkbox"/> Medium impact</p> <p><input type="checkbox"/> High impact</p>	<p>Ensure all relevant staff receive training on the policy and its practical application.</p> <p>Embed the policy into induction materials for new starters in Housing and Community Safety.</p> <p>Create a feedback loop (e.g. regular staff forums or surveys) to gather insights on how the policy is working in practice and identify areas for improvement.</p> <p>Monitor consistency of implementation across teams to ensure equitable service delivery.</p>	<p>Ongoing</p>
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Are there any negative impacts that cannot reasonably be avoided? *(If so, on balance, describe your rationale for why it is still appropriate to proceed with the proposal).*

Some adverse impacts may arise due to the nature of estate management (e.g. enforcement of standards or anti-social behaviour interventions). These are justified by the need to maintain safe and inclusive neighbourhoods and will be mitigated through sensitive communication and support frameworks.

How has the equality impact assessment informed or changed the proposal?

The EqIA has highlighted the need for inclusive communication, targeted support for vulnerable groups, and consideration of accessibility and safety in estate management. These insights have informed the development of procedures and engagement strategies within the policy.

What actions have been identified going forward?

Develop inclusive engagement materials (e.g. translations, easy-read formats).



Accessibility: for further information about alternative formats and/or help completing this form, please email strategy@norwich.gov.uk; *template revised April 2025*

Strengthen links with community organisations supporting vulnerable groups.
 Monitor feedback and update the policy as needed.

How will the impact of your proposal and actions be measured moving forward? (Include dates where possible for when you will update this EqIA accordingly.)

EqIA and Policy will be reviewed in 3 years to review any outcomes or changes needed.

Negative outcomes action plan: where you have ascertained that there will potentially be negative outcomes, you are required to mitigate the impact of these. Please detail below the actions that you intend to take.

Actions identified from EqIA	Target completion date (dd/mm/yy)	Responsible Officer (role)	Comments	Action complete
Develop inclusive engagement materials (e.g. translations, easy-read formats).	31/03/2025	Karen Smith		<input type="checkbox"/>
				<input type="checkbox"/>

Once complete, please email assessment to: strategy@norwich.gov.uk.

For the assessment to be final, the relevant people agreeing it must sign it off below.

Officer completing assessment	Karen Smith	Date	06/11/2025
Senior leadership team sponsor	Davina Howes	Date	06/11/2025
Equality lead (strategy team)	Joe Siggins	Date	06/11/2025



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Good Neighbourhood Management Policy - survey

SURVEY RESPONSE REPORT

06 October 2025 - 04 November 2025

PROJECT NAME:

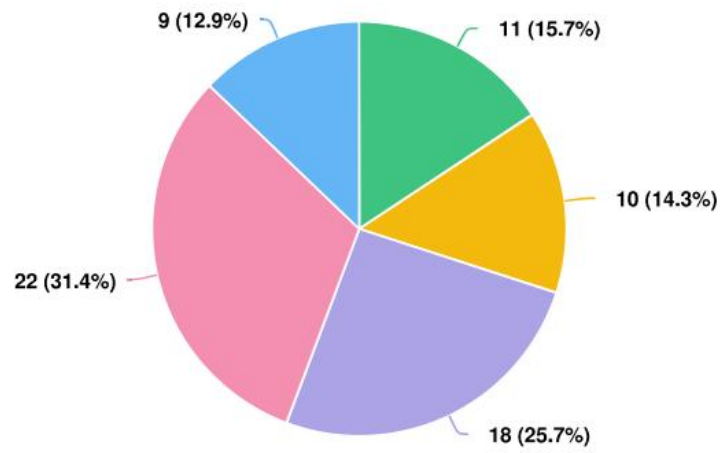
Good Neighbourhood Management Policy





SURVEY QUESTIONS

Q1 How would you describe your current experience of living in your neighbourhood?



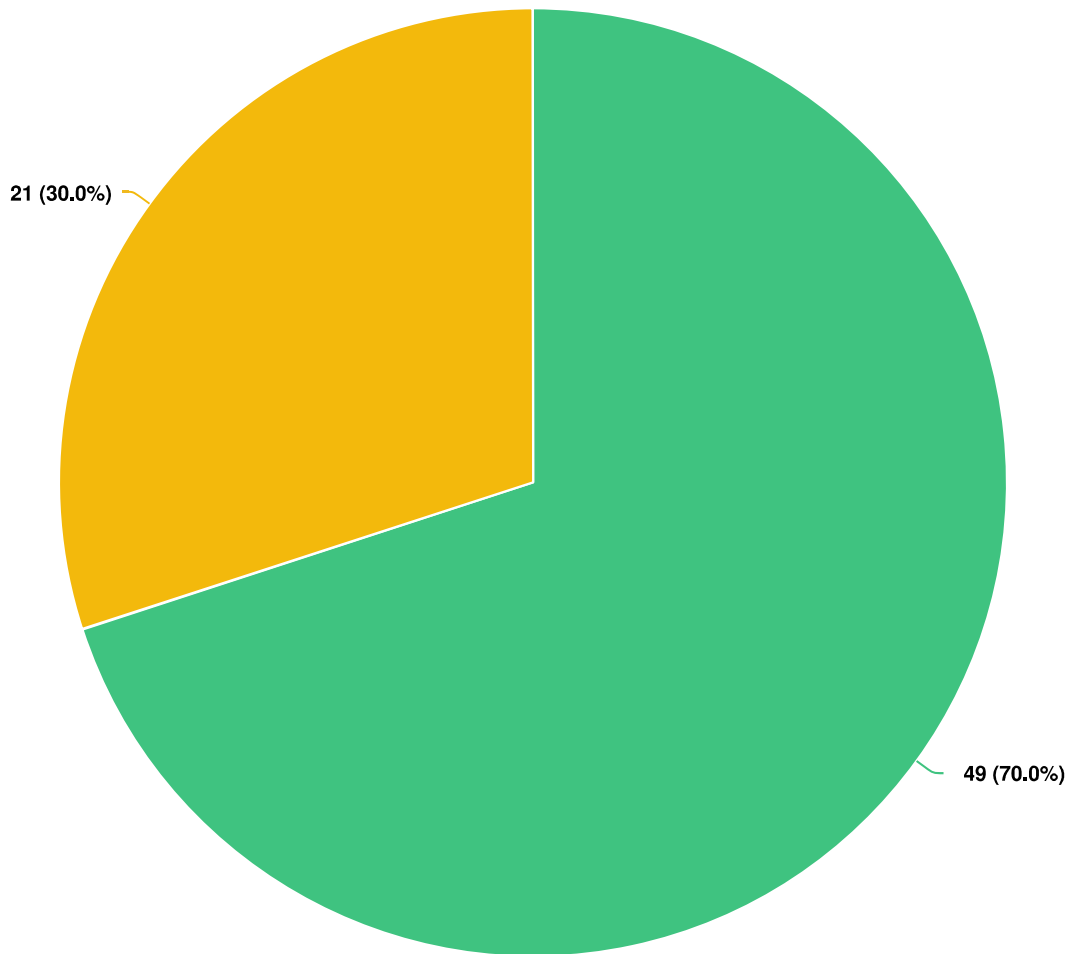
Question options

Very negative Negative Neutral Positive Very positive

Optional question (70 response(s), 1 skipped)

Question type: Emoji Question

Q2 Have you experienced any issues with neighbours or shared spaces in the past 12 months?



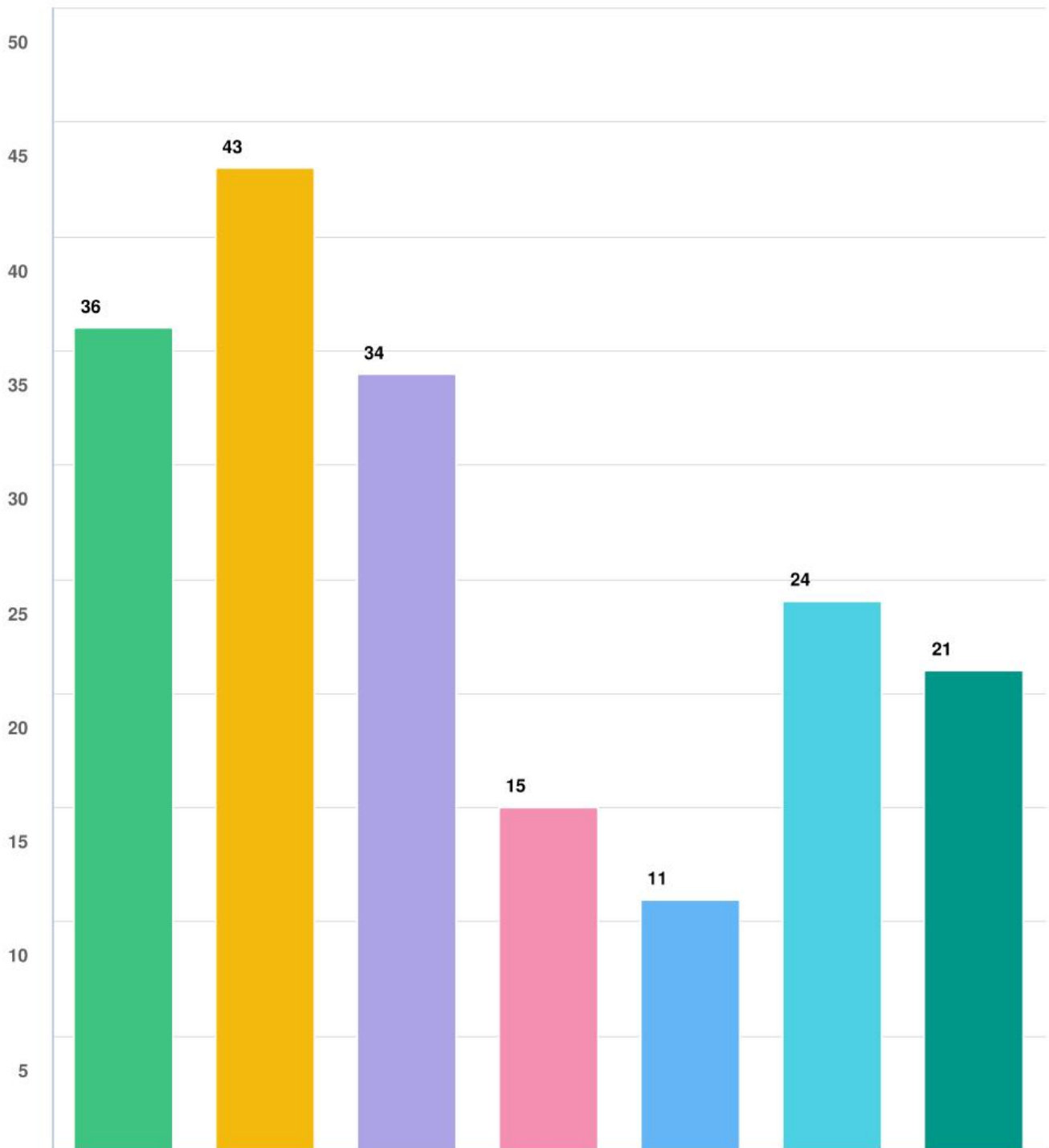
Question options

- Yes
- No

Optional question (70 response(s), 1 skipped)

Question type: Radio Button Question

Q3 What types of issues do you feel most affect quality of life in your neighbourhood?
(Select all that apply)



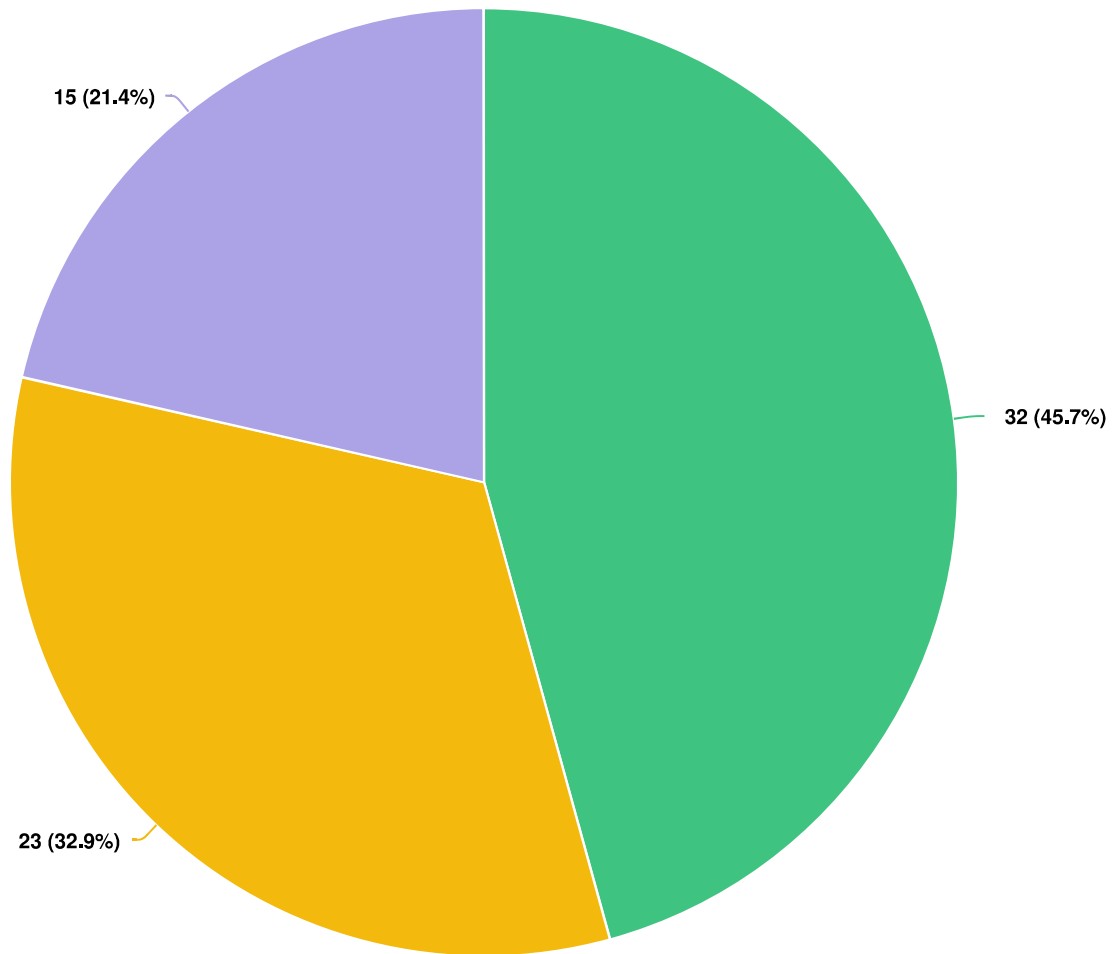
Question options

- Noise
- Rubbish or fly-tipping
- Parking
- Use of communal spaces
- Pets
- Lack of communication or understanding between neighbours
- Other (please specify)

Optional question (69 response(s), 2 skipped)

Question type: Checkbox Question

Q4 | How confident do you feel about knowing where to go for help with neighbourhood issues?



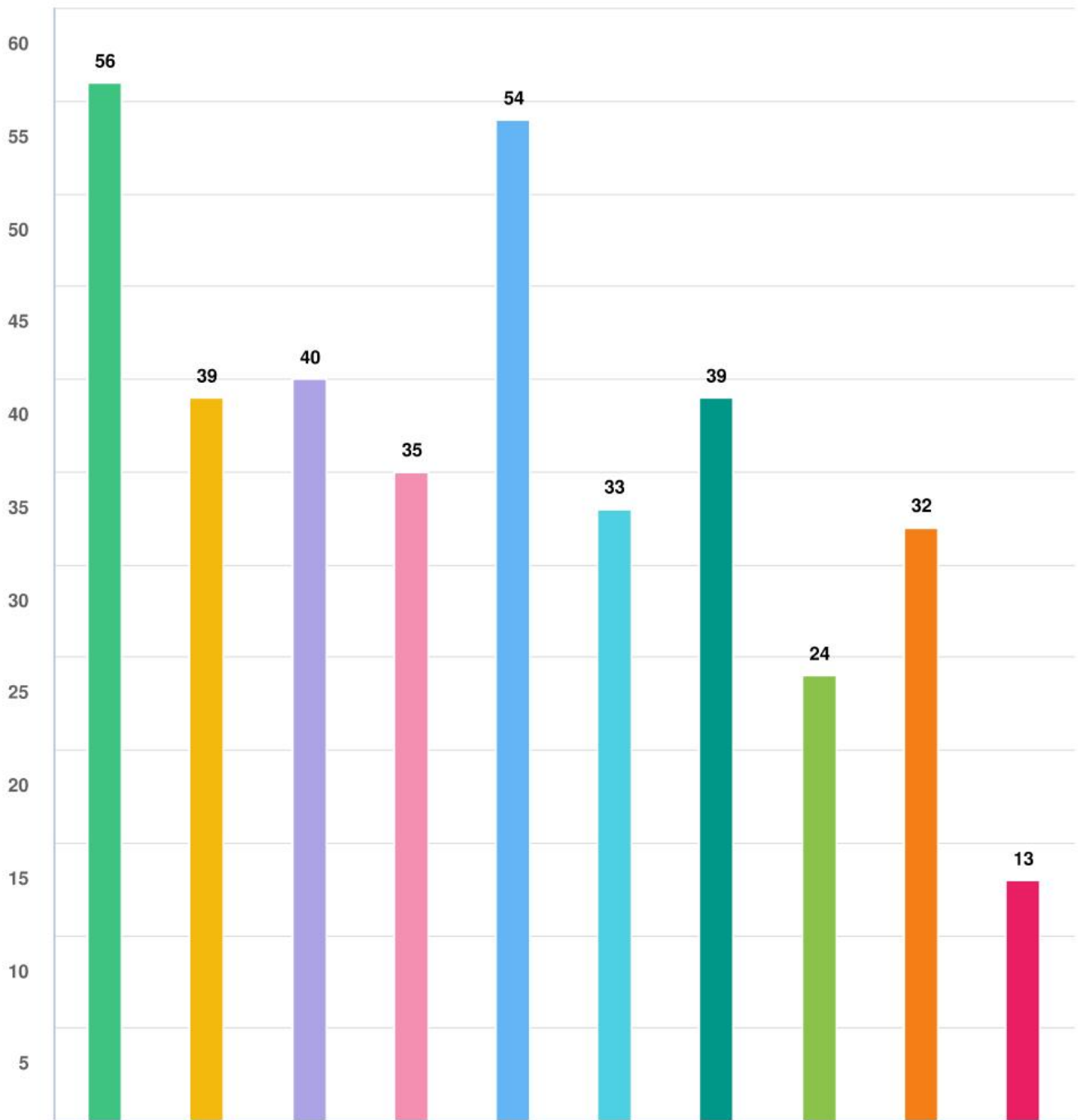
Question options

- Not confident
- Neutral
- Confident

Optional question (70 response(s), 1 skipped)

Question type: Emoji Question

Q5 Which of the following do you think should be included in a Good Neighbourhood Management Policy? (Select all that apply)



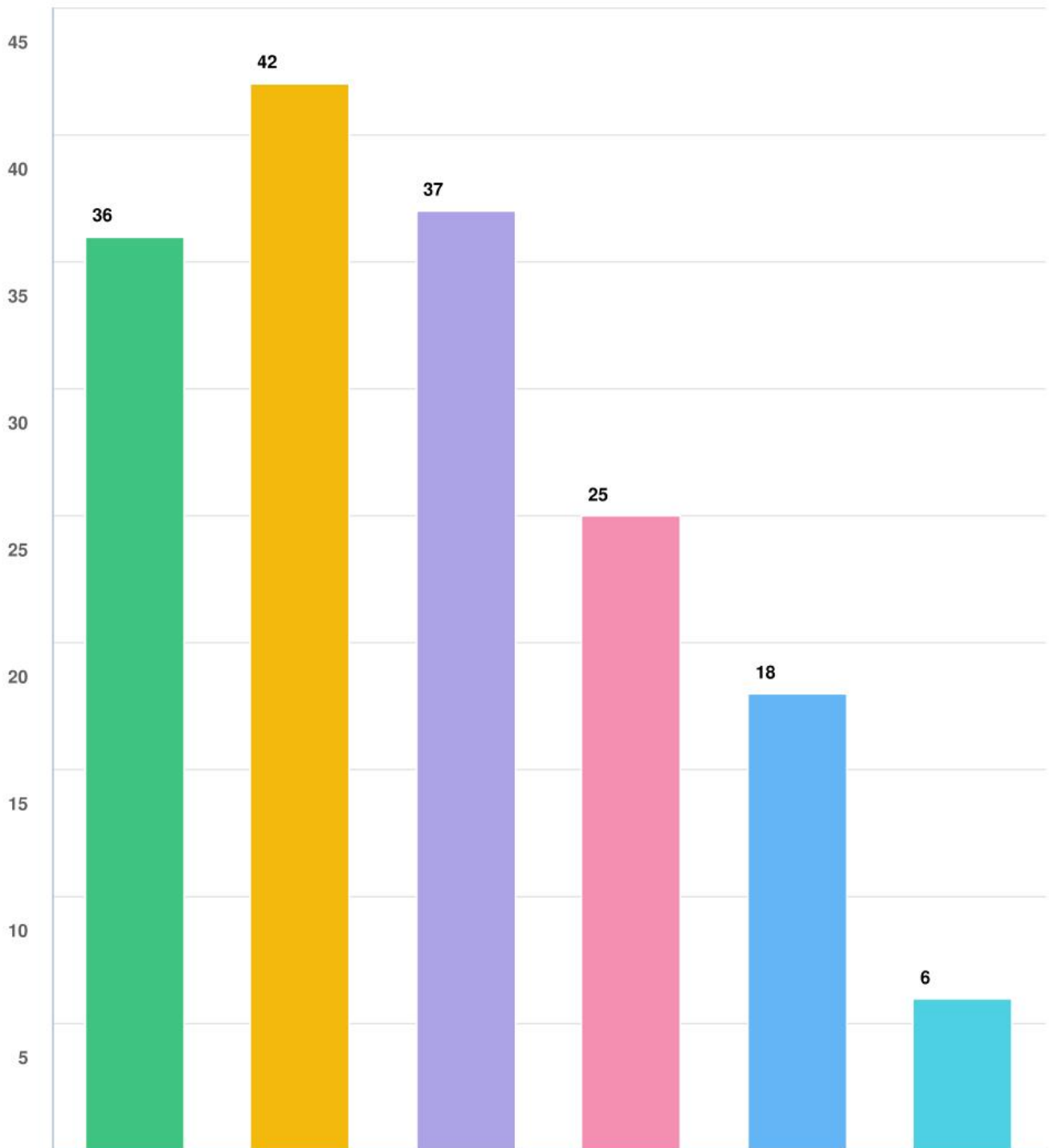
Question options

- Clear expectations for neighbourly behaviour
- Guidance on resolving informal disputes
- Information about shared space responsibilities
- Examples of good practice
- Contact details for support
- A summary version for residents
- Details of how we will manage shared spaces (eg green spaces, communal areas in flats)
- Links to associated policies
- Details of how we will conduct estate inspections
- Other (please specify)

Optional question (70 response(s), 1 skipped)

Question type: Checkbox Question

Q6 If you had a problem with a neighbour, what kind of support would you expect from the council? (Select all that apply)

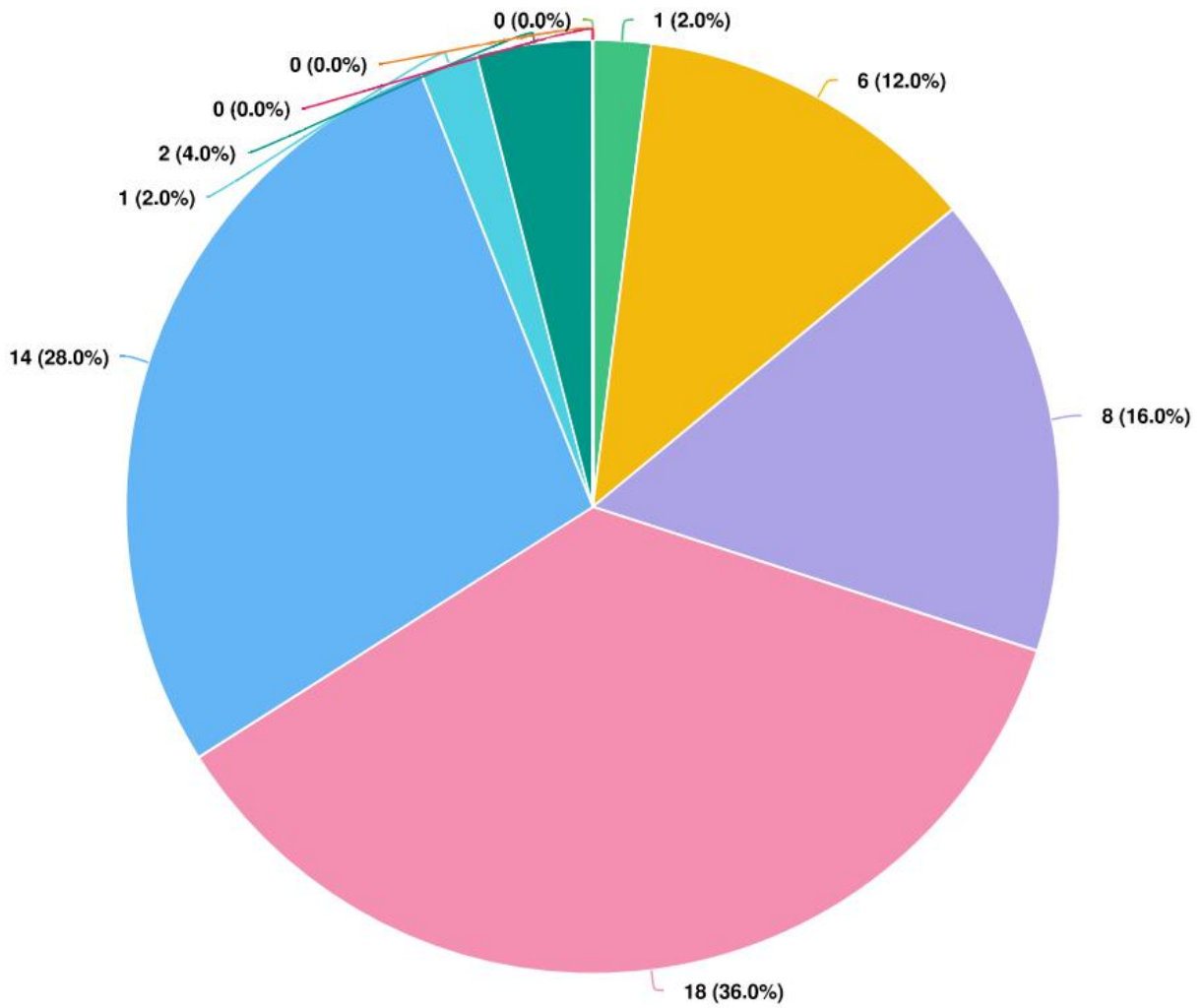


Question options

- Mediation or conflict resolution
- Clear guidance or information
- Help from a housing officer or caretaker
- Signposting to other services
- No involvement, unless it's serious
- Other (please specify)

Optional question (70 response(s), 1 skipped)
Question type: Checkbox Question

Q7 What is your age group?

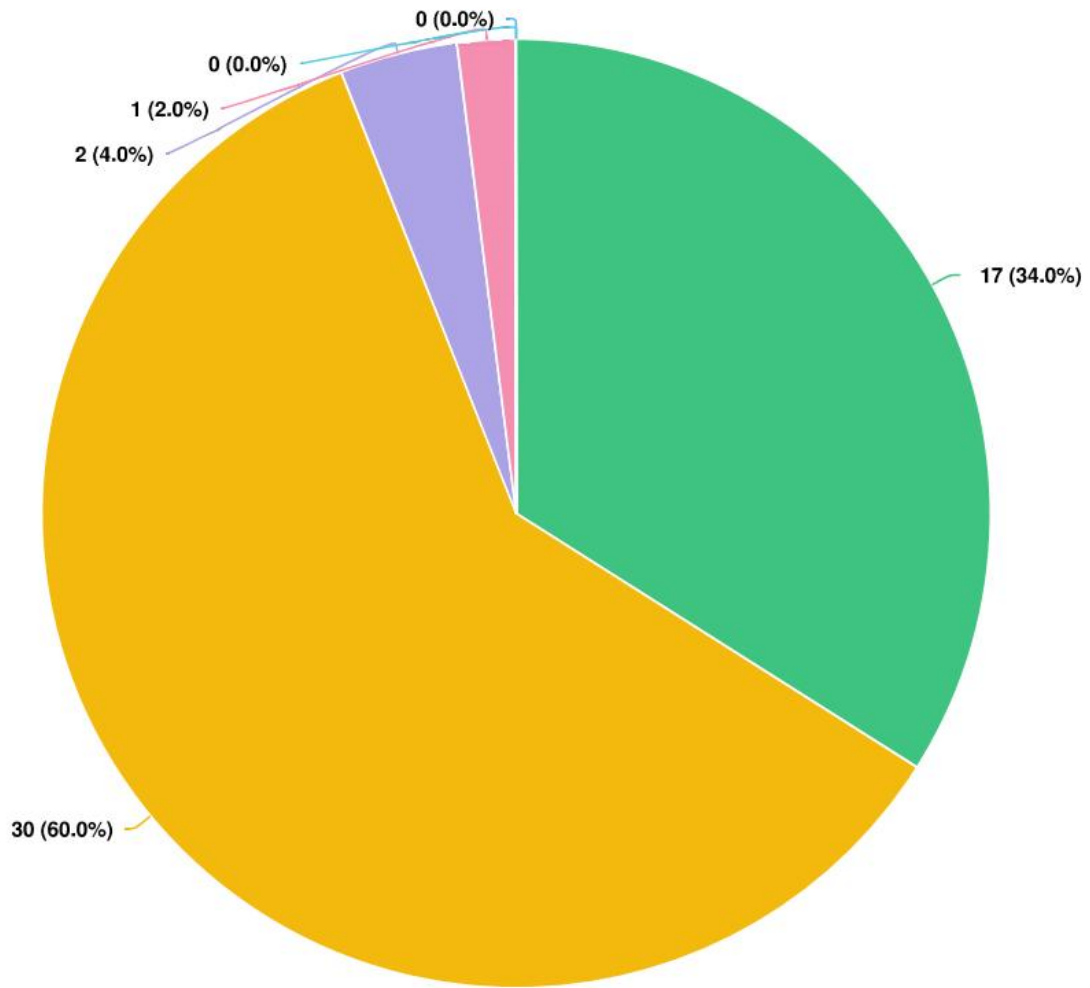


Question options

- 18 - 24
- 25 - 34
- 35 - 44
- 45 - 54
- 55 - 64
- 65 - 74
- 75 - 84
- Under 18
- 85 or older
- Prefer not to say

Optional question (50 response(s), 21 skipped)
Question type: Radio Button Question

Q8 What is your gender?

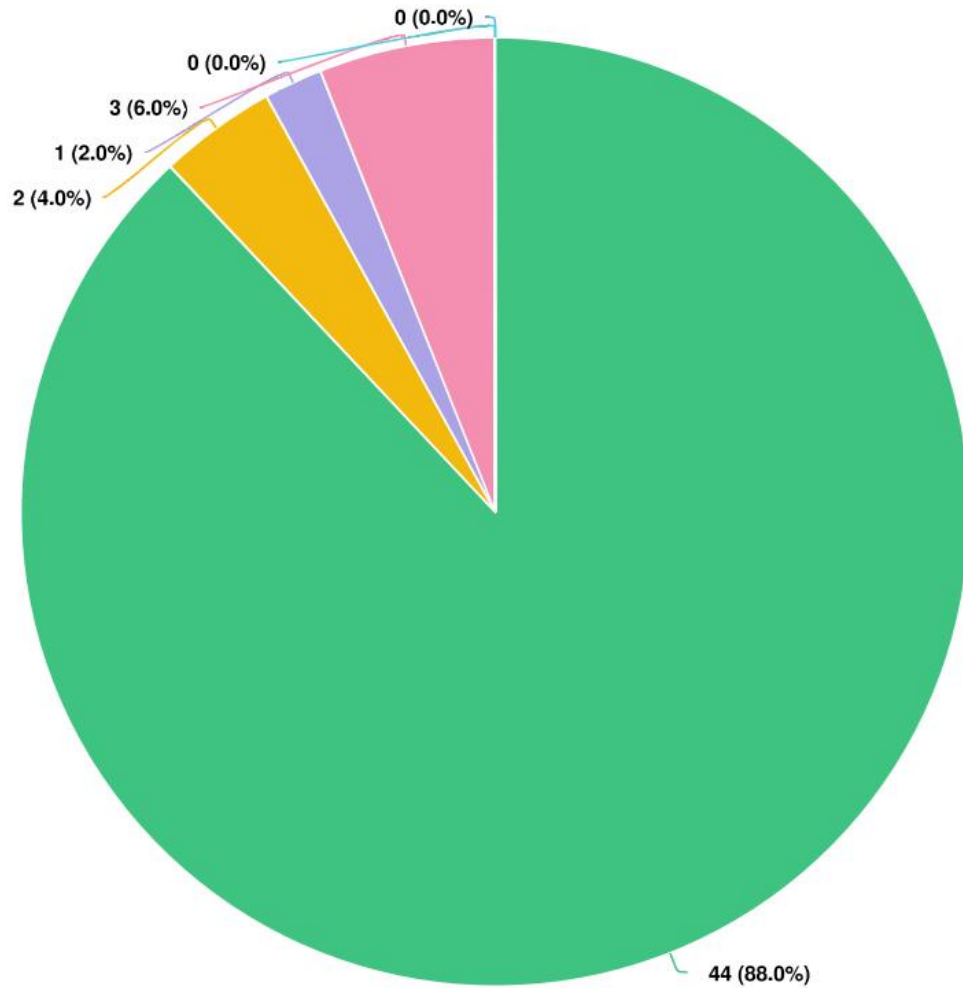


Question options

- Male
- Female
- Prefer not to say
- Other (please specify)
- Transgender
- Non-binary

Optional question (50 response(s), 21 skipped)
Question type: Radio Button Question

Q9 What is your ethnic group?

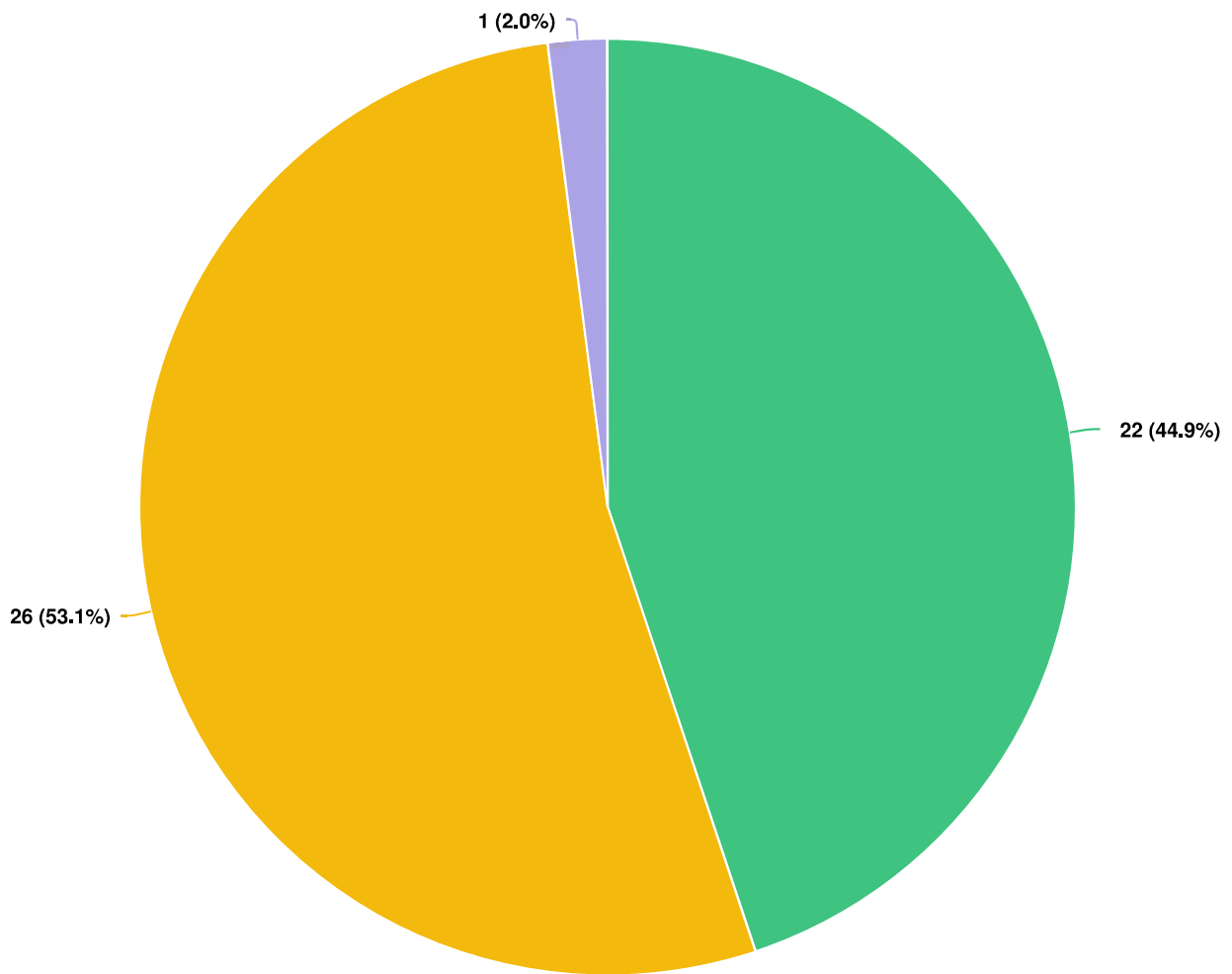


Question options

- White
- Mixed or multiple ethnic groups
- Asian or Asian British
- Prefer not to say
- Black, African, Caribbean or Black British
- Other (please specify)

Optional question (50 response(s), 21 skipped)
Question type: Radio Button Question

Q10 Do you consider yourself to have a long-term condition or disability?

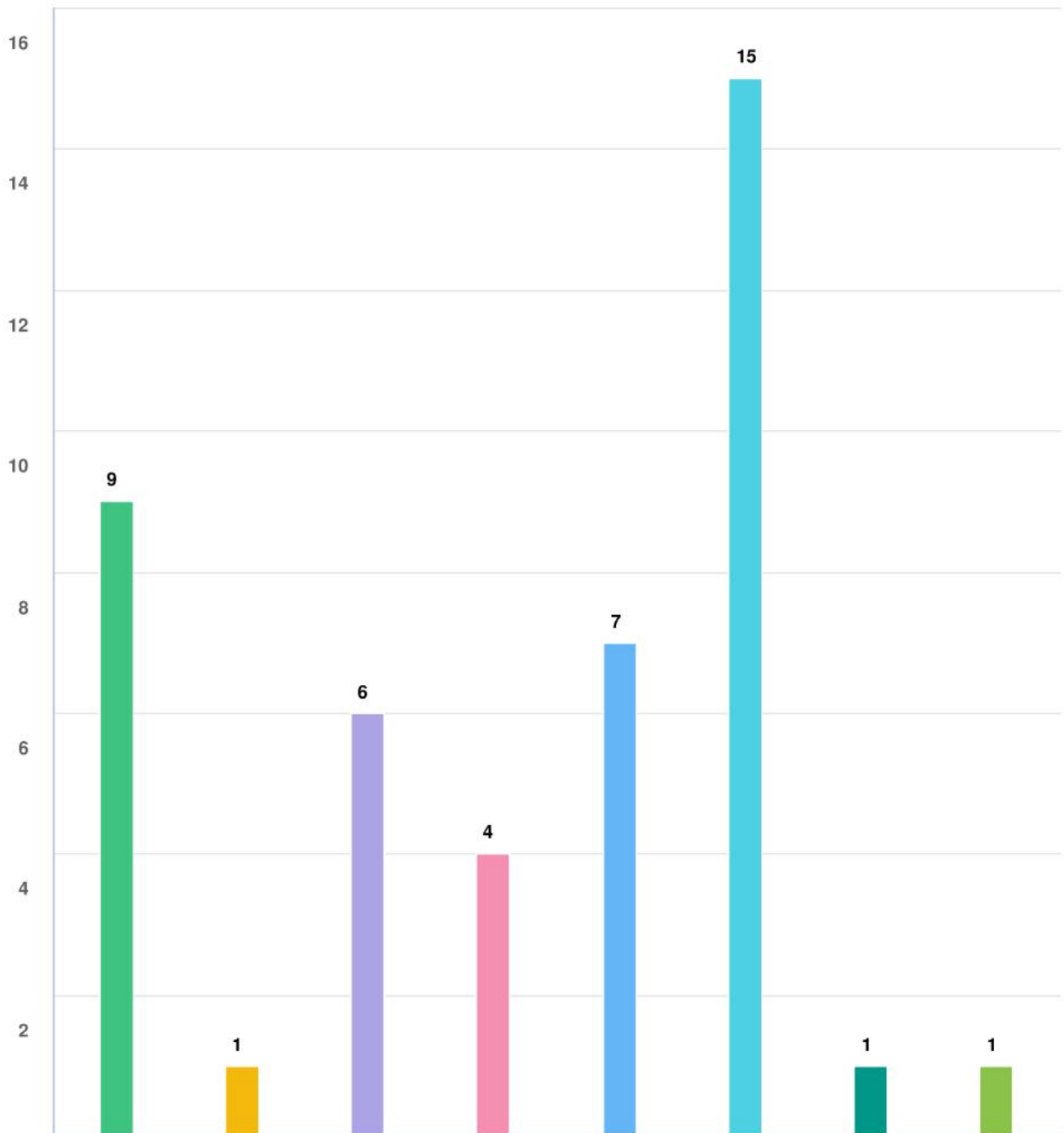


Question options

- Yes
- No
- Prefer not to say

Optional question (49 response(s), 22 skipped)
Question type: Radio Button Question

Q11 | If yes, please select the definitions from the list below that best describe your condition or disability:



Question options

- Physical or mobility impairment
- Learning disability or difficulty
- Neurodiverse
- Sensory impairment
- Long standing illness or health condition (for example, cancer, diabetes or chronic heart disease)
- Mental health condition
- Prefer not to say
- Other (please specify)

Optional question (22 response(s), 49 skipped)
Question type: Checkbox Question

Scrutiny Task and Finish Group Terms of Reference

Item 7

ENHANCING DELIBERATIVE DEMOCRACY AND CITIZEN PARTICIPATION IN DECISION-MAKING

Intended outcome of the scrutiny work:

To identify actions that will increase and enhance opportunities for deliberative democracy and active citizen participation in decision-making in Norwich.

Purpose of the task & finish group:

The purpose of the task & finish group is to develop an understanding of:

- how opportunities for deliberative democracy and active citizen participation in decision-making in Norwich could be increased and enhanced;
- how more participatory/deliberative forms of democracy could help improve council decision-making and facilitate input from a diverse range of residents;
- how more opportunities for active democratic participation could help increase residents' democratic participation skills/capacities and improve information sharing with residents.

The task & finish group will gather relevant evidence by exploring the experiences of and lessons learned by institutions, including other local authorities, government departments and universities, that have trialed/implemented participatory and deliberative forms of democracy.

Governance:

The task & finish group will consist of up to 7 members and does not need to be politically balanced but should be politically representative (i.e. all groups have at least one member). The quorum will be 3.

The Scrutiny Committee shall appoint to the task & finish group and select a Chair.

The task & finish group will determine its own schedule of meetings.

The group shall aim to form a consensus on its recommendations and proposals. Where this cannot be achieved, then votes may be taken by a show of hands, with the Chair holding a casting vote.

The task & finish group is a non-decision-making group and any recommendations must be fed into the Scrutiny Committee.

Support for the task & finish group:

The task & finish group will receive governance and administrative support from the Head of Legal and Governance and the Democratic Services Team.

Other council officers will be made available to provide the task & finish group with expert and technical advice as required.

The task & finish group may also wish to invite external experts to participate in the review to help support and complement their work.

The task & finish group does not have an allocated budget, therefore any work incurring expenditure (beyond officer time) must be approved by the appropriate decision maker.

Stakeholders and Engagement:

The task & finish group will necessarily need to consult and engage with a range of stakeholders and persons with relevant experience as part of this review.

The tasks & finish group will agree these key persons and organisations at its first meeting.

Methodology and timeframes:

To be agreed at the first meeting of the task & finish group.

A progress report on the work of the task & finish group should be made at regular intervals to the Scrutiny Committee.

Expectations on members of the task & finish group:

All members of the task & finish group will be expected to actively contribute to its effective operation. This will include:

- Supporting the group in delivering against its objectives as set out in these terms of reference;
- Being prepared for meetings, having read papers and ensured they are familiar with the subject matter of the meeting.
- Actively contributing to debate and the reaching of conclusions.
- Be creative in their thinking and challenge preconceptions.
- Act responsibly, focusing on what's achievable within the Council's budgetary constraints and competing priorities.
- Think about the benefits to the wider City and not just specific individuals or areas.

Members may also be called upon to undertake specific tasks as agreed by the group which could include briefing committees or members of their own group on the progress achieved; acting as spokespeople at stakeholder events or undertaking research on behalf of the group.

The task & finish group is expected to form ideas and proposals. To do so, group members may exchange ideas in a free and frank way; they may test sensitive or controversial proposals that may then be rejected. To discuss these in a public forum without collective agreement could be damaging and undermine the work of the group. To be effective, the group must operate in a manner of mutual trust and respect which includes:

- a) Even if members may individually disagree with proposals put forward, once the group has resolved a matter, recognising that there is then collective accountability for the decision reached
- b) Not attributing specific ideas to individuals unless specifically agreed otherwise
- c) Treating private discussions of the group as confidential.

It is expected that unless stated otherwise, all papers and reports of the group should be treated as confidential.

Expectations on the Chair of the group:

The Chair's primary role is to ensure the effective operation of group meetings. This will include supporting effective debate amongst group members and ensuring the group reaches sound and clear conclusions.

However, the role goes deeper and the chair may be called upon to undertake the following specific roles in addition to their duties as a task & finish group member above:

- a) Liaising with Council Officers on the progress of the group's work, ensuring that points raised by group members have been reflected in research and reports
- b) Liaise with the Portfolio Holder(s), keeping them informed on the work of the group and testing ideas and proposals for their acceptability
- c) Contacting stakeholder groups
- d) Acting as a lead spokesperson on behalf of the group
- e) Presenting reports of the group, including progress reports, to the appointing committee.



Committee name: Scrutiny

Committee date: 27/11/2025

Report title: Scrutiny Committee Work Programme 2025-26

Portfolio: Councillor Padda, Cabinet Member for Equalities and Social Justice

Report from: Head of legal and governance

Wards: All wards

OPEN PUBLIC ITEM

Purpose

To assist scrutiny committee members to review the scrutiny committee work programme 25/26.

Recommendation:

It is recommended that that the Scrutiny Committee reviews and agrees the proposed work programme for the 25/26.

Policy framework

The Council has five corporate priorities, which are:

- An open and modern Council.
- A prosperous Norwich.
- A fairer Norwich.
- A climate responsive Norwich.
- A future-proof Norwich.

This report meets the “open and modern council” corporate priority.

Report details

1. The Scrutiny Committee had an informal session on 5 June 2025 outlining the principles of good scrutiny and setting a work programme.

2. There are certain items that are considered by the Scrutiny Committee on a regular basis. These are the Committee work programme (each meeting of the Committee), Equality Information Report (December each year) and pre-scrutiny of the proposed budget (January-February each year).
3. Updates are also received from the Council's representatives on the Norfolk Health Overview and Scrutiny Committee (NHOSC).

Consultation

4. Scrutiny committee members took part in an informal session and the work programme will be a standing item at each meeting of the scrutiny committee.

Implications

Financial and resources

5. Any decision to reduce or increase resources or alternatively increase income must be made within the context of the council's stated priorities, as set out in its community-led plan "We are Norwich" and budget.
6. There are no proposals in this report that would reduce or increase resources.

Legal

7. There are no specific legal implications of this report.

Statutory considerations

Consideration	Details of any implications and proposed measures to address:
Equality and diversity	None
Reducing Inequality Target Areas (RITAs)	None
Health, social and economic impact	None
Crime and disorder	None
Children and adults safeguarding	None
Environmental impact	

Risk management

Risk	Consequence	Controls required
None		

Other options considered

8. There have been no other options considered for this report.

Reasons for the decision/recommendation

9. This report will allow scrutiny to review the work programme for scrutiny for 2024-25.

Background papers: None

Appendices:

Appendix A: Scrutiny Committee Work Programme


Appendix B: Forward Agenda

Contact officer:

Name: Alexandra Cosme, Senior Committee Officer

Telephone number: 01603 987697

Email address: alexandracosme@norwich.gov.uk

	If you would like this agenda in an alternative format, such as a larger or smaller font, audio or Braille, or in a different language, please contact the committee officer above.
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Appendix A – Scrutiny Committee Work Programme 2025/26

Topic	Purpose	Cabinet Member	Lead Officer
5th June 2025			
Informal Work Programming Session			
19th June 2025			
Participatory Democracy Scope			
NCSL Business Plan		Cllr Harper, Cabinet Member for Finance and Major Projects	ELT / NCSL
Report from the Making Norwich a truly accessible city Task and Finish Group	To summarise the discussions of the group and propose recommendations for both Cabinet and Scrutiny Committee.	Cllr Padda, Cabinet Member for Equalities and Social Justice	Executive Director of Communities and Housing
Work Programme	To review and update the committee's work programme	N/A	Head of Legal and Governance
17th July 2025			
Provision for rough sleepers with a focus on health and wellbeing		Cllr Jones, Cabinet Member for Housing	Executive Director of Communities and Housing
Update from Cllr Jones	To receive an update from the Cabinet Member on homelessness and refugees.	Cllr Jones, Cabinet Member for Housing	Executive Director of Communities and Housing
Scrutiny Committee 2024-25 Annual Report	To review the work and progress that has been made by the Scrutiny Committee for the period 2024-25.	N/A	Head of Legal and Governance
Work Programme	To review and update the	N/A	Head of Legal and

	committee's work programme		Governance
18th September 2025			
HR Processes		Cllr Padda, Cabinet Member for Equalities and Social Justice	Executive Director of Resources
Updates from Norfolk Health Overview Select Committee	To receive updates from the Council's representatives on this body.	N/A	Head of Legal and Governance
Work Programme	To review and update the committee's work programme	N/A	Head of Legal and Governance
16th October 2025			
Sport and Physical Activity Strategy Review	To consider the value of partnership working in sport and physical activity at a community and formal provision level.	Cllr Kidman, Cabinet Member for Culture and Wellbeing	Executive Director of Housing and Communities
Pre-Scrutiny Norwich City Hall Reimagined Cabinet Report	To provide an opportunity to pre-scrutinise the report going to Cabinet in November 2025	Cllr Harper, Cabinet Member for Finance and Major Projects	Interim Executive Director of Major Projects
Lion Homes Information Bulletin	To provide an update on Lion Homes	Cllr Harper, Cabinet Member for Finance and Major Projects	Chief Executive
Work Programme	To review and update the committee's work programme	N/A	Head of Legal and Governance
20th November 2025			
Community Safety Partnership (Safer Norwich Board)	To report on the progress of the council's Community Safety service and Safer Norwich Board during 2024-25 and provide an update on priorities for 2025-26.	Cllr Jones, Cabinet Members for Housing	Executive Director of Housing and Communities
Good Neighbourhood Management Policy	To provide an update on the development of a Good	Cllr Jones, Cabinet Member for Housing	Executive Director of Housing and Communities

	Neighbourhood Management Policy.		
Updates from Norfolk Health Overview Select Committee	To receive updates from the Council's representatives on this body.	N/A	Head of Legal and Governance
Work Programme	To review and update the committee's work programme	N/A	Head of Legal and Governance
18th December 2025			
Housing Development at Mile Cross Depot Site		Cllr Jones, Cabinet Member for Housing	
Equality Information Report		Cllr Padda, Cabinet Member for Equalities and Social Justice	Strategy Manager and Strategy Officer (Equalities)
Work Programme	To review and update the committee's work programme	N/A	Head of Legal and Governance
15th January 2026			
Social Housing Allocations Process		Cllr Jones, Cabinet Member for Housing	Executive Director of Communities and Housing
Work Programme	To review and update the committee's work programme	N/A	Head of Legal and Governance
5th February 2026			
Budget Scrutiny			
19th March 2026			
Anti-Social Parking			
Nutrient Neutrality			
Updates from Norfolk Health Overview Select Committee	To receive updates from the Council's representatives on this body.	N/A	Head of Legal and Governance
Work Programme	To review and update the	N/A	Head of Legal and

	committee's work programme		Governance
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Appendix B – Forward Agenda

Meeting	Date	Report	Purpose	Head of Service	Director	Portfolio Holder	Key Decision	Exempt?
Council	25/11/2025	Political Proportionality Report	To agree the updated political proportionality of the Council	Jan Robinson	Emily Yule	Stonard	No	No
Council	25/11/2025	Recommendations from the Independent Remuneration Panel on the Members' Allowance Scheme	To receive and consider the recommendations from the Independent Remuneration Panel on the Members' Allowance Scheme.	Jan Robinson	Emily Yule	Stonard	No	No
Council	25/11/2025	Appointment of Local Returning Officer	To Appoint a Local Returning Officer for the Norwich Area for the Norfolk and Suffolk Combined Mayoral Election	Jan Robinson	Emily Yule	Stonard	No	No
Council	25/11/2025	Annual Report of the Audit Committee 2024-25	To provide the annual report for the Audit Committee 2024-2025	Jan Robinson	Emily Yule	Stonard	No	No
Cabinet	03/12/2025	Housing Revenue Account (HRA) Business Plan and HRA Budget 2026-2027	To approve the Housing Revenue Account (HRA) Business Plan and HRA Budget 2026-2027		Davina Howes	Jones	Yes	No
Cabinet	03/12/2025	Concession contract for the operation of the pavilion and cafe and/or sport hub and pitches at Sloughbottom Park	To agree to delegate authority to award the concession contract for the operation of the pavilion and cafe and/or sports hub and pitches at Sloughbottom Park	Paul Rabbitts	Nick Austin	Hampton	Yes	No

Cabinet	03/12/2025	IT Infrastructure Refresh	To seek delegated authority to award the contract for the IT Infrastructure Refresh	Julia Medler	Emily Yule	Padda	Yes	No
Cabinet	03/12/2025	Disposal of assets (Non-Housing)	To consider the disposal of land detailed in the report	Mark Brown	John East	Harper	Yes	Yes (Para 3)
Cabinet	03/12/2025	Provision of Fire Risk Assessments	To consider the provision of Fire Risk Assessments	Tony Wiggins	Davina Howes	Jones	Yes	Yes (Para 3)
Cabinet	03/12/2025	Housing Asset Management Strategy	To agree the Housing Asset Management Strategy	Tony Wiggins	Davina Howes	Jones	Yes	No
Cabinet	03/12/2025	The Council's provisional 2026-2027 Budget and Medium Term Financial Strategy	To consider the Council's provisional 2026-2027 Budget and Medium Term Financial Strategy	Robert Mayes	Isabel Brittain	Harper	No	No
Cabinet	03/12/2025	Treasury Management Mid-Year Review Report - 2025-2026	This report sets out the Council's Treasury Management performance for the first six months of the financial year to 30 September 2025.	Robert Mayes	Isabel Brittain	Harper	No	No
Cabinet	03/12/2025	Anglia Square update, business planning and next steps	To consider an update on Anglia Square and the next steps involved	Mark Brown	Davina Howes	Harper	Yes	No
Cabinet	03/12/2025	Anglia Square update, business planning and next steps - Exempt Appendix	To consider the exempt appendix to the report	Mark Brown	Davina Howes	Harper	No	Yes (Para 3)

Cabinet	14/01/2026	Disposal of Assets (Housing)	To consider the disposal outlined in the report.		Davina Howes	Jones	No	Yes (Para 3)
Cabinet	14/01/2026	Airport Surface Access Strategy	To endorse/adopt the Norwich Airport Surface Access Strategy	Sarah Ashurst	Nick Austin	Giles	Yes	No
Cabinet	14/01/2026	Award of contract - new horticultural machinery, new mechanical sweeper and new fleet for NCSL	To agree the award of contract relating to the procurement of new horticultural machinery, new mechanical sweeper and new fleet for NCSL.	Oliver Furbur	Nick Austin	Hampton	Yes	No
Cabinet	14/01/2026	Award of contract - new horticultural machinery, new mechanical sweeper and new fleet for NCSL - Exempt appendix	To consider the exempt appendix to the report	Oliver Furbur	Nick Austin	Hampton	No	Yes (Para 3)
Cabinet	14/01/2026	Planning Enforcement Policy	Adoption of a planning enforcement policy	Sarah Ashurst	Nick Austin	Giles	Yes	No
Cabinet	14/01/2026	Pavement Licensing	To request authority to go out to consultation on a revised pavement licensing policy and fees	Sarah Ashurst	Nick Austin	Giles	No	No
Cabinet	14/01/2026	HRA Heating Servicing and Repairs Contract					Yes	Yes (Para 3)
Cabinet	14/01/2026	HMO Licensing Policy Revisions	To agree to adopt the new HMO Licensing Policy	Sarah Ashurst	Nick Austin	Jones	Yes	No
Cabinet	14/01/2026	HRA Compliance Contract	To consider delegated authority to award long term partnering contracts	Tony Wiggins	Davina Howes	Jones	Yes	No

Cabinet	14/01/2026	HRA Compliance Contract - Exempt Appendix	To consider the exempt appendix to the report	Tony Wiggins	Davina Howes	Jones	No	Yes (Para 3)
Cabinet	14/01/2026	Taxi and Private Hire vehicle conditions - VEHICLE conditions ONLY for consultation	To request authority to go out to consultation on revised conditions and standards (required to meet DfT enhanced standard and take into account new legislation)	Sarah Ashurst	Nick Austin	Giles	No	No
Cabinet	14/01/2026	Equality Information Report	To consider the Equality Information Report 2026	Helen Chamberlin	Davina Howes	Padda	No	No
Council	27/01/2026	Polling District Review	To agree the revised Polling Scheme	Jan Robinson	Emily Yule	Padda	No	No
Council	27/01/2026	Airport Surface Access Strategy	To endorse/adopt the Norwich Airport Surface Access Strategy	Sarah Ashurst	Nick Austin	Harper	Yes	No
Council	27/01/2026	Treasury Management Mid-Year Review Report - 2025-2026	This report sets out the Council's Treasury Management performance for the first six months of the financial year to 30 September 2025.	Robert Mayes	Isabel Brittain	Harper	No	No
Cabinet	11/02/2026	Homelessness and Rough Sleeping Strategy	To consider the Homelessness and Rough Sleeping Strategy		Davina Howes	Jones	No	No
Cabinet	11/02/2026	Home Options Allocation policy	To agree an update to the Home Options allocation policy		Davina Howes	Jones	No	No
Cabinet	11/02/2026	The Council's 2026-2027 Budget and Medium-Term Financial Strategy	To recommend to Council the Council's 2026-2027 Budget and Medium-Term Financial Strategy	Robert Mayes	Isabel Brittain	Harper	No	No

Council	24/02/2026	The Council's 2026-2027 Budget and Medium-Term Financial Strategy	To agree the Council's 2026-2027 Budget and Medium-Term Financial Strategy	Robert Mayes	Isabel Brittain	Harper	No	No
Cabinet	TBC	Greater Norwich Local Plan Policy 5 (Affordable Housing) Supplementary Planning Document	To agree to go out to consultation on a Supplementary Planning Document on Policy 5 (Affordable Housing) of the Greater Norwich Local Plan	Sarah Ashurst	Nick Austin	Giles	No	No
Cabinet	TBC	Procurement of Retrofit Engagement Service	To seek delegated authority to procure a retrofit engagement service to support the delivery of retrofit grant schemes		Nick Austin	Hampton	Yes	No