



NORWICH City Council

Committee name: Cabinet

Committee date: 08/03/2023

Report title: The tenant engagement, housing management and safer Norwich strategies.

Portfolio: Councillor Harris, Deputy leader and cabinet member for social housing

Portfolio: Councillor Jones, Cabinet member for safe, strong, and inclusive neighbourhoods

Report from: Executive director of community services

Wards: All wards

OPEN PUBLIC ITEM

KEY DECISION

Purpose

The purpose of this report is to seek approval for the adoption of the tenant engagement strategy, housing management strategy and safer Norwich strategy 2023-26.

Recommendation:

It is recommended that cabinet approve the tenant engagement, housing management and safer Norwich strategies.

Policy framework

The council has five corporate priorities, which are:

- People live independently and well in a diverse and safe city.
- Norwich is a sustainable and healthy city.
- Norwich has the infrastructure and housing it needs to be a successful city.
- The city has an inclusive economy in which residents have equal opportunity to flourish.
- Norwich City Council is in good shape to serve the city.

This report helps meet all the above corporate priorities.

This report addresses specifically the priorities in the Corporate Plan:

- Provide the right support to residents at the right time, with a focus on early help and prevention.
- Take action against domestic abuse, hate crime and anti-social behaviour, and regulate activity so our communities are places where residents feel safe.
- Listen to communities and use their views in decision-making.
- Provide and encourage others to provide new homes, open spaces, and infrastructure for residents.
- Make the best use of our Housing Revenue Account assets and resources, maximizing our income and spending wisely to provide easy access, high quality services and support for our tenants and leaseholders.
- Improve the way residents can access services by embracing new technology, investing in customer services, and making it easier for things to be done online, whilst providing alternatives for those unable to do so.
- Be open and transparent, with accessible data and decisions which are subject to public scrutiny.

Report details

Tenant engagement, housing management and Safer Norwich strategies

1. In 2020, the Council agreed a new Housing Strategy, 'Fit for the Future', which has four key goals:
 - Improving the use and management of our existing stock
 - Improving our neighbourhoods
 - Meeting housing need - delivering new homes
 - Maintaining and improving condition of existing housing
2. Since the adoption of this strategy, the government has continued to evolve its thinking relating to the future of social housing building on the regulatory standards, and for community safety, extending further duties on local government. This has included action to require landlords to involve residents more in the way their homes are managed and maintained, as set out in the Building Safety Act 2022 and Domestic Abuse Act 2021, and a number of amendments to the Social Housing (Regulation) Bill which is expected to become law later this year.
3. Given these government developments, alongside approval of the revised Norwich City Council Corporate Plan in 2022, it is now timely to bring forward three strategies to support how the Council manages its properties, engages with tenants, and works to develop safe communities in the future.
4. Following the Grenfell House fire there has been significant evidence that residents of the building were aware of risks in the building which had there been effective measures in place both to engage the residents as well as to learn from complaints then the tragedy may have been avoided. The Tenant Involvement and Empowerment Standard will be significantly strengthened once all the above legislation is in place, and the Council will need to demonstrate it has appropriate mechanisms for tenant feedback to shape services, and the Tenant Engagement Strategy sets out our approach to fulfil this obligation.
5. As well as listening to customers the combined legislation will inform the Neighbourhood and Community Standard, which sets out the requirements for providing an environment which is well maintained and safe. The Housing Management Strategy focuses on creating a well maintained and managed neighbourhood and the Safer Norwich Strategy sets out the approach to managing anti-social behaviour on our estates.
6. The three strategies are cross-cutting in that each strategy provides a background and context for each other to help deliver the council's corporate priorities, statutory responsibilities as a landlord and our duty to consider the impact of all our functions and decisions on crime and disorder in our local area.
7. Deliberately we have taken the approach to adopt a clear accessible style and format so that everyone can easily access the three strategies.

8. In conjunction with our stakeholders, we will develop action plans with clear expected outcome measures and performance and progress will be monitored.

Tenant engagement strategy

9. As a landlord of social housing, we are regulated by the Regulator of Social Housing (RSH), who provide a set of standards which landlords must meet.
10. We want to ensure our tenants have their voice and views listened to, and to provide a wide range of opportunities for tenants to influence the priorities and delivery of their Housing services.
11. The tenant engagement strategy is Norwich City Council's commitment to tenant engagement and empowerment, listening, understanding, and working in partnership with our tenants to ensure the continuous improvement of housing services.

Housing management strategy

12. Following significant changes to regulation, and reviewing practices across Norwich, the management of our social housing stock should be observed, delivered and reviewed regularly. This is best articulated within a housing management strategy.
13. There are 18,000 units for which we are the landlord. Of these 14,500 are for social housing tenants who pay into the housing revenue account through rent and service charges. This money is used to carry out repairs, improve condition, manage tenancies, collect rents, maintain grounds in a safe and healthy condition. Later this year, a separate asset management strategy will be produced covering the planned maintenance, reactive repairs, stock condition, repair, and renewal of components.

Safer Norwich strategy

14. As contained within the council's Corporate Plan there is a priority to develop and adopt a new community safety strategy, in line with the recently adopted Norfolk Community Safety Strategy. This strategy will help the council meet its overall priority in the Corporate Plan to "Take action against domestic abuse, hate crime and anti-social behaviour and regulate activity so our communities are places where residents feel safe."
15. The overriding purpose of the strategy is to create the first Norwich Community Safety Partnership that will help contribute to maintain and improve our city as a safe place to live in, work and visit. The partnership will consist of the council, Police, Probation and Offender services, NHS, social housing organisations, and voluntary and community organisations to tackle the causes and prevent crime and disorder holistically in Norwich. The aim of the strategy and the partnership will be to deliver at a local level for our city and neighbourhoods whilst continuing to take an active role in the Norfolk County Community Safety Partnership, so that we have a cohesive approach to all elements of community safety from a regional, local and neighbourhood level perspective.

Key aims of the tenant engagement strategy

16. The key aim and underpinning principles of the tenant engagement strategy are as follows:

- Give tenants the opportunity to scrutinise, influence and shape housing services.
- Ensure tenant engagement opportunities are easy, accessible, and inclusive.
- Make tenant engagement meaningful, collaborative, effective and empowering tenants to hold us to account
- Create a culture that values tenant and leaseholder engagement and places the tenant voice at the centre of the Housing Service's strategic direction and priorities.

Priorities of the tenant engagement strategy

17. The priorities of the strategy are as follows:

- Strengthen engagement, participation, and empowerment.
- Improve communication and interaction.
- Enable scrutiny.

Key aims and priorities of the housing management strategy

18. The key aims and priorities of the housing management strategy are as follows:

- Balance the Councils role of sustaining tenancies, alongside the need to manage the homes and estates effectively.
- Provide a framework from which activity can move forward; a framework that also allows for partners to be included and integrated into our work
- Provide the opportunity to empower tenants, other stakeholders, and staff to transform the way we work and really target support where it is most needed
- Balance the twin priorities of excellence in customer service whilst seeking efficiency in delivering value for money, at the heart of everything we do
- Enable on-line and digital interactions in a simple way and build insight in how people are living, to develop the right support for those in need.

Key aims and priorities of the Safer Norwich strategy

19. The key aims and priorities of the Safer Norwich strategy are as follows:

- Establish a new Safer Norwich Partnership Board to implement and develop an action plan and strategy delivery group.

- Reduce neighbourhood crime and ASB and increase residents' feelings of safety.
- Reduce the incidence and impact of domestic abuse and sexual violence.
- Reduce harm, vulnerability and violence related to substance and alcohol misuse.

Consultation

20. Council leaders and relevant portfolio holders have been consulted and have had an opportunity to comment on all three strategies before the completion of this report, including our Tenant Involvement Panel.
21. In developing the tenant engagement strategy, the housing service has received feedback from 1,640 tenants on their engagement priorities and ways of engaging with them.
22. In developing the Safer Norwich strategy, the community safety team has consulted stakeholders on our early drafts of the strategy based on research of what the evidence base tells us.
23. In developing the housing management strategy, the housing service was informed by customer views, experiences, and satisfaction of our services as well operational performance drivers. The model set out in the strategy will provide the framework for managing customer aspirations.
24. Consultation of all three strategies was launched on the council's website with a closing date of 1 March 2023. 11,793 tenants (all tenants where we have a contact number) received text messages inviting them to respond to the consultation.
25. As of 23 February 2023, feedback so far has been:
 - Tenant engagement (40 responses): 80% agreed, 17% neither agreed nor disagreed and 3% disagreed with the underpinning principles and priorities.
 - Housing management (48 responses): The most common responses were on housing maintenance and repair of their homes. Additional priorities suggested by two respondents were to create social opportunities for tenants, closer contact with Housing officers, as well as emphasising completing repairs on empty properties and building new homes to reduce the waiting list. 96% agreed that we should provide advice and support to anyone at risk of losing their home. 88% agreed that the upkeep of surrounding estates and gardens is important for well-being. 87% agreed that we should encourage regular contact with tenants to ensure people are safe, live in good conditions and are able to live independently. 46% agreed digital services make it easier, quicker and more cost effective to engage. Effective communication, safety in the home and communal areas, and garden services for anyone unable to manage their garden were mentioned most frequently as key success measures.
 - Safer Norwich (102 responses): 92% agreed, 3% neither agreed nor disagreed and 5% disagreed with the priorities. 74% agreed, 18%

neither agreed nor disagreed and 8% disagreed that by achieving our key success measures people would feel safer in Norwich.

26. Based on the consultation so far, we are confident that the priorities contained in all three strategies are aligned with those of our tenants and residents. Following the end of the consultation period, a supplementary paper will be provided to Cabinet setting out any additional themes from the consultation and any required amendments to the strategies. We will ensure that all feedback from the consultation will be used in helping shape the resulting action plans. We will then monitor outcomes of these regularly in partnership with our tenants and residents throughout the lifetime of the strategies making them easily accessible for all.

Implications

Financial and resources

27. 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 Corporate Plan 2022-26 and budget.
28. There are no proposals in this report that would reduce or increase resources. Actions arising from these 3 strategies are to be facilitated within existing resources.

Legal

29. Nplaw who provide the council with legal guidance have approved the publication of the strategies in preparation of this report to Cabinet.

Statutory considerations

Consideration	Details of any implications and proposed measures to address:
Equality and diversity	All three strategies will have no specific implications as contained in the Public Sector Equality Duty under the Equality Act (2010). The Tenant engagement strategy facilitates feedback from residents. Equality impact assessments will be conducted on all three action plans.
Health, social and economic impact	All three strategies will enable better tracking on positive outcomes for wellbeing.
Crime and disorder	The Safer Norwich Strategy will strengthen our response to our duties contained within the Crime and Disorder Act 1998.
Children and adults safeguarding	The housing management and safer Norwich strategies highlight the need to focus resources on gathering data to help manage vulnerable or at-risk households better.

Consideration	Details of any implications and proposed measures to address:
Environmental impact	All three strategies will have no specific environmental implications.

Risk management

Risk	Consequence	Controls required
Failure to implement the actions necessary to deliver the outcomes envisaged through the strategies.	The Council does not achieve the aims of the strategies.	<p>Oversight for delivery will lie with the Portfolio Holders and the Executive director.</p> <p>The council's corporate leadership team and elected Members will be appraised of progress regularly.</p>

Other options considered

30. No other options have been considered.

Reasons for the decision/recommendation

31. It is recommended that cabinet approve the three new strategies for:

- Involving our tenants in shaping their housing services.
- Managing our council homes and neighbourhoods effectively.
- Making our city a safe place to live in, work and visit.

Appendices:

Tenant engagement strategy

Housing management strategy


Safer Norwich strategy

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Tenant Engagement Strategy 2023-26

www.norwich.gov.uk



NORWICH
City Council

Introduction

We are pleased to introduce our tenant engagement strategy, which aims to give all our tenants the opportunity to scrutinise, influence and shape our services for the next three years. Your feedback is vital, and we are committed to putting you at the heart of everything we do to make sure all our communities thrive.

Your responses to our satisfaction survey responses, your comments, complaints, and compliments, as well as your community conversations, influence and shape the way we think about and deliver our services. We see first-hand the benefits achieved through our tenant groups, partnerships, and community connectors.

We hope you will share our aims and ambitions for engaging with and involving you, and as the action plan is implemented, we will all be able to see the positive impact and outcomes from engaging together. There are already many ways that the Housing service communicates, interacts, and engages with you. From responding to your enquiries, to visiting your homes to provide support and assistance, as well as getting out and about in our neighbourhoods to identify any improvements that need to be made.

It is essential we listen to, understand and act upon what you are saying about your housing services. Your views are key to developing excellent services and we will make sure you can have your say on the issues that affect you as tenants, and in a way that suits you.

There are many good examples of what can be achieved when we listen and work together beyond the terms of our tenancy agreement. We will ensure this strategy has the resources and momentum needed to keep it on track and delivering outcomes that will benefit the Council, our communities and most importantly you.

Delivering this strategy will increase resident satisfaction and quality of life by improving services and making better use of council resources.

Cllr Gail Harris
Deputy leader and cabinet member for social housing

Louise Rawsthorne
Executive Director for Community Services

Committed to talking and listening to you



1919

First council house in Norwich was built on Angel Road



2019

Our new build development at Goldsmith Street won the prestigious RIBA Stirling prize for the UK's best new building

We have a proud history of providing council housing in Norwich for over 100 years

This tenant engagement strategy is for you, our tenants. We recognise you are the experts on living in council homes and we must listen, understand, empower, and work in partnership with you to make sure housing services are continually improving and offer a warm, safe, and secure home - now and in the future.

We need a tenant engagement strategy to help us plan and set priorities to meet your expectations in terms of the opportunities for you to have your voice heard and be listened to.

We will understand your needs, aspirations and experiences to improve services, and to empower and support you to hold us to account, scrutinise our performance and help make decisions.

We want you to be well informed, involved in and actively influencing the services we provide and how we provide them to you.

This strategy is a great opportunity to modernize and tailor our approach to engaging with you and making sure we can reach out further to tenants who may not have been engaged before.

Successful tenant engagement should provide benefits for everyone involved, including tenants, Councillor's and officers, and should aim to create a respectful partnership, resulting in fewer complaints and higher satisfaction levels.



National & local context

Regulatory standards

Public body that sets standards that social housing providers must comply with

Grenfell and building safety

Dame Judith Hackitt's review of building regulations

Social Housing White Paper

Charter of seven commitments that social housing tenants should be able to expect from their landlord.

Social Housing (Regulation) Bill

Bill to enact legislative changes to reform the way tenants influence social housing services.

Housing Ombudsman

Resolve disputes involving the tenants of social housing providers.

Corporate plan vision

The council's corporate plan (2022-26) sets out the vision for the council and the city over the next four years.

In delivering its vision, the council is focused on enabling tenants & communities to thrive and make the changes they want, and the council gives a commitment to prioritising listening to tenants to inform council decision making.

Tenant population

27% of tenants over 65 years of age

28% of tenants have a disability

15% of tenants are from ethnic minorities

68% of tenants in receipt of financial support

40% of homes occupied by a single occupant

70% of homes do not have any children

25% of tenancies held for more than 20 years

Source: Housing Management database 2022

You said...

Most important factors:

- ☒ Repairs and maintenance
- ☒ Building safety
- ☒ Anti social behaviour

Interest in activities:

- ☒ Completing an occasional / one off survey
- ☒ Community based event

Preferences for taking part:

- ☒ Monthly Weekday daytime

Barriers to taking part:

- ☒ Health
- ☒ Work / studies
- ☒ Family commitments

Encouragement to get involved:

- ☒ Knowing views will make a difference
- ☒ Activities that don't take too long
- ☒ Able to take part without long term commitment

Source: Tenant Engagement survey 2022

Key Aims

**Giving tenants the opportunity to scrutinise, influence and shape housing services.
The underpinning principles for all the priorities:**

Easy, accessible & inclusive	Meaningful, collaborative & effective	Valued & tenant voice at the heart
PRIORITY ONE: To strengthen engagement, participation and empowerment	<ul style="list-style-type: none"> • We will embed co-designing and improving services to meaningfully involve and empower tenants and their communities. • We will systematically collect and use our everyday interactions with tenants to shape service delivery. • We will encourage a growing sense of community empowerment, with tenants becoming far more active as they experience a genuine sense of involvement and influence 	
PRIORITY TWO: To improve communication and interaction	<ul style="list-style-type: none"> • We will find out what matters the most to tenants and the best ways to engage on these things. • We will identify the barriers that prevent tenants from participating in existing engagement activity and create new opportunities that encourage and empower tenants to engage. • We will achieve more diversity in tenant engagement to better reflect the household make-up in our homes and neighbourhoods. • We will review the ways we communicate and use more effective channels with a greater reach to share information between the Housing service and tenants. • We will strengthen digital solutions to improve access to information and to increase engagement through technology • We will link to the Council's wider Citizens Participation Strategy, sharing learning to maximise involvement and participation and working in parallel where appropriate. 	
PRIORITY THREE: To enable scrutiny	<ul style="list-style-type: none"> • We will prepare to report against new national tenant satisfaction measures to make our performance as a landlord more visible to our tenants. • We will review the accessibility and availability of information for tenants to scrutinise our performance and hold us to account. • We will develop and support a tenant-led scrutiny process to challenge our Housing service and make recommendations for improvement. • We will offer support and training to those who want to engage in this way, helping to build knowledge and skills. 	

Key success measures



Your views will be heard, with feedback taken forward and implemented without you needing to participate in traditional consultative forms of engagement



You will have greater opportunities for your voice to be heard on the things that matter the most, through a channel that best suits you.



We will listen to any challenges that may be preventing you from more active participation, and we will act to remove or reduce those challenges.



You will have greater insight into our service delivery and operations and have more opportunities to shape and steer the direction of the housing service



You will have easier access to housing services digitally and will be able to interact through digital devices if that is your preference



You will receive improved communication and be able to take part in opportunities that are inclusive and shape service improvements for all.



You will be meaningfully involved in the way housing services are provided, ensuring that local priorities are properly understood and acted upon.



You will be better informed about the performance of the housing service and you will be supported and empowered to hold us to account.

Governance

Oversight

- Oversight for the delivery of the Strategy will lie with the portfolio holder and the Executive Director and ensure that it fulfils the requirements of the [Tenant Involvement and Empowerment Standard](#).
- Annually we will update tenants on our progress in delivering this strategy.

Engagement

- We will engage tenants, leaseholders, future tenants and partners in the formulation and development of actions where relevant and gather their feedback post implementation.

Action Plan

- In conjunction with our stakeholders, we will develop an Action Plan to deliver this strategy.
- Each action will identify a clear expected outcome.
- We will monitor satisfaction, performance and progress within the action plan.

Monitoring

- The Councillors and the Leadership team will be appraised of progress regularly.
- The Housing Leadership Team will monitor the delivery of the Strategy and its associated Action Plan.

Review

- We will review the Strategy every 3 years to ensure it remains fit for purpose.

Relevant policies & legislation

Regulator of Social Housing

<https://www.gov.uk/government/organisations/regulator-of-social-housing>

Dame Judith Hackitt's report

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/707785/Building_a_Safer_Future_-_web.pdf

Social Housing White paper

<https://www.gov.uk/government/publications/the-charter-for-social-housing-tenants-social-housing-white-paper>

Social housing (Regulation) Bill

<https://bills.parliament.uk/bills/3177>

Housing Ombudsman

<https://www.housing-ombudsman.org.uk>



Housing Management Strategy 2023-26

www.norwich.gov.uk



NORWICH
City Council

Introduction

Norwich City Council is a local authority housing provider with more than 18,000 homes across the city. Of these, 14,700 properties are available for letting, while over 3,300 are leasehold. This strategy covers areas of service delivery related to housing management and traditional landlord functions and how we shape, develop and manage services for tenants.

This strategy will :

- Balance the Council's role of sustaining tenancies, alongside the need to manage the homes and estates effectively.
- Provide a framework from which activity can move forward; a framework that also allows for partners to be included and integrated into our work
- Provide the opportunity to empower tenants, other stakeholders and staff to transform the way we work and really target support where it is most needed
- Balance the twin priorities of excellence in customer service whilst seeking efficiency in delivering value for money, at the heart of everything we do
- Enable on-line and digital interactions in a simple way and build insight in how people are living, to develop the right support for those in need.

Delivering this strategy will increase resident satisfaction and quality of life by improving services and making better use of council resources.

Cllr Gail Harris
Deputy leader and cabinet member for social housing

Louise Rawsthorne
Executive Director for Community Services

National & local context

Social Housing Regulation

Each landlord is required to comply with standards and display performance against measures which are monitored through a regulator

Building Safety Act 2021

New legislation to ensure all tenants are safe in their homes and landlords have responsibility to advise and report on compliance

Ombudsman

Advice and guidance issued to social housing complaints

Housing and Planning Act 2016

Whether to offer lifetime secure or introductory tenancies landlords

Domestic Abuse Act 2021

Advice so that tenants may not be disadvantaged and receive support

Care Act 2014

Ensuring that housing has a role to play in safeguarding adults

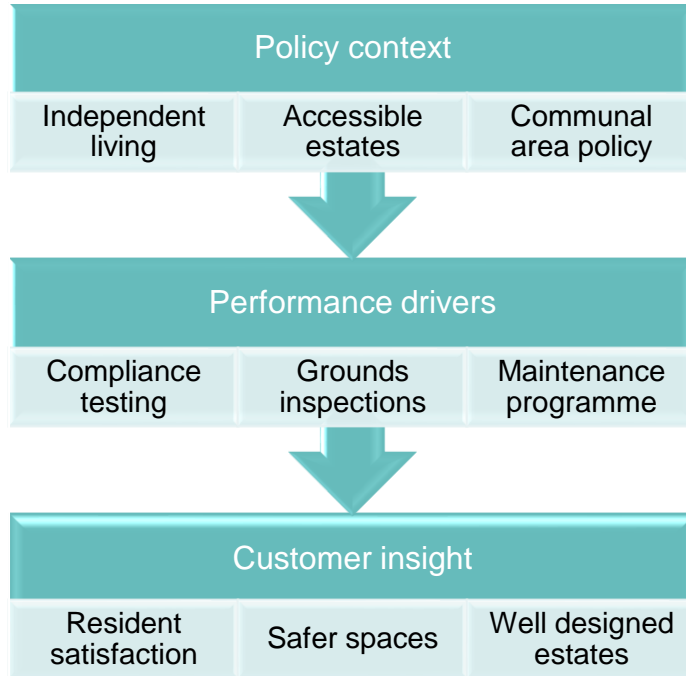
Welfare reform

Universal credit, housing benefit, support grants

Housing Revenue Account

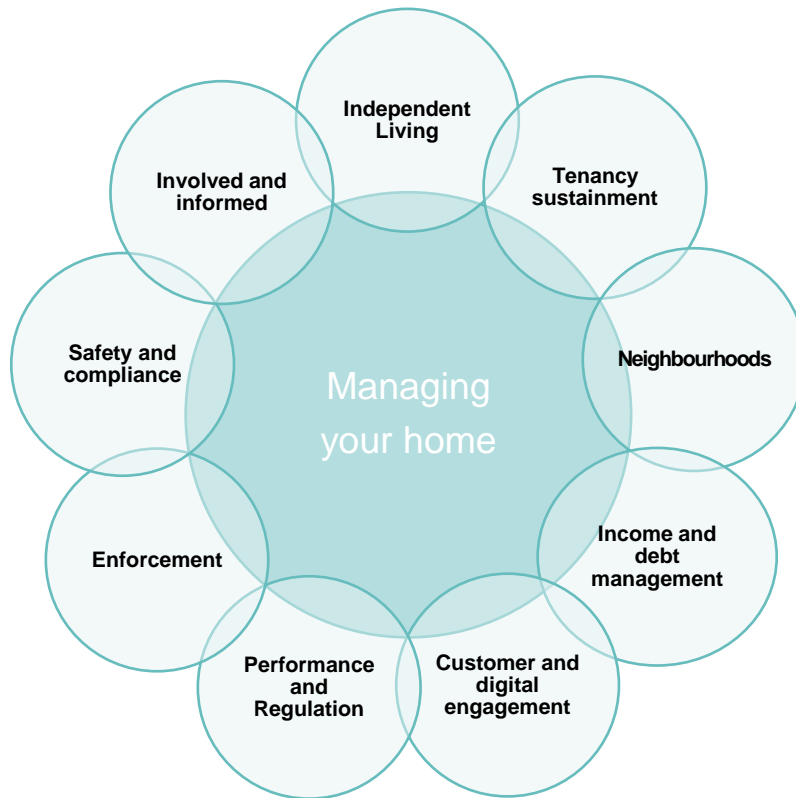
Requirement that all money received from tenants and leaseholders for rent and service charges is accounted for to pay for housing management services, reactive repairs, planned maintenance, estates and asset management

How policy matters for customers



- This flow diagram uses the estate caretaking service as an example of how our policy drives service delivery –
- We manage and maintain sites and inspect them
- Improvements are designed into estates to make them more accessible
- Appropriate contractors provide services and we monitor their effectiveness
- The outcome should be that our communal landings, walkways, staircases and lobbies are safe, well lit, and free from obstruction
- Our tenants provide feedback about their lived experience of these services
- You can [view the charts here](#) for:
 - Allocation and Lettings
 - Income
 - Tenancy Management
 - Sheltered Housing
 - Independent Living

Cross cutting activities



- **Independent living:** we will enable tenants to live independently by providing support services to adapt homes to help households manage; to support those experiencing complex needs; and to have dedicated sheltered housing
- **Tenancy sustainment:** we will focus on enabling tenants to get advice to help them manage their tenancy from us and a range of partners.
- **Neighbourhoods:** we will create neighbourhoods pleasant, welcoming and enjoyable to live, from grass cutting to redesign of estates
- **Income and Debt Management:** we will provide support and advice on how to best manage when paying rent becomes a challenge
- **Customer and digital engagement:** we will enable tenants to access services through online, mobile and digital channels so they can self-serve and be better informed
- **Performance and regulation:** we will monitor and display performance, setting out how effectively services are delivered, whether this meets standards, and planned improvement
- **Enforcement:** we will take enforcement action where lifestyles and behaviours impact on others, where necessary we enforce tenancy conditions which can mean serving notices or seeking possession
- **Safety and compliance:** we will keep our tenants safe, through programmed safety checks, visits, record and intervene on corrective action
- **Involved and informed:** we will seek tenants views on service design and feedback in relation to services, inform wide cross section of tenants alongside

Key success measures



Estates are well maintained



Easy to access services



Digitally enabled services



Monitored and tracked improvements



Better use of rent and service charges



Tenants feel safe and secure



tenants shape their service



tenants have support for their needs



Safeguard and advise tenants in their homes



Homes are adapted to suit need



Options made available to tenants



Health and well being is promoted

Governance

Oversight

- Oversight for the delivery of the Strategy will lie with the portfolio holder and the executive director and ensure that it fulfils the requirements of the [tenancy standard](#).
- Annually we will update tenants on our progress in delivering this strategy.

Engagement

- We will engage tenants, leaseholders, future tenants and partners in the formulation and development of actions where relevant and gather their feedback post implementation.

Action Plan

- In conjunction with our stakeholders, we will develop an Action Plan to deliver this strategy.
- Each action will identify a clear expected outcome.
- We will monitor satisfaction, performance and progress within the action plan.

Monitoring

- The Councillors and the Leadership team will be appraised of progress regularly.
- The housing leadership team will monitor the delivery of the Strategy and its associated Action Plan.

Review

- We will review the Strategy every 3 years to ensure it remains fit for purpose.

Relevant policies & legislation

Regulator of Social Housing

<https://www.gov.uk/government/organisations/regulator-of-social-housing>

Building Safety Act 2021

[The Building Safety Act - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/legislation/building-safety-act-2021)

Ombudsman – specific advice and guidance issued to social housing complaints

[Home - Housing Ombudsman \(housing-ombudsman.org.uk\)](https://www.housing-ombudsman.org.uk/)

Housing and Planning Act 2016

[Housing and Planning Act 2016 - Parliamentary Bills - UK Parliament](https://www.parliament.uk/bills/2016/housing-and-planning-act-2016)

Domestic Abuse Act 2021

[Domestic Abuse Act 2021 \(legislation.gov.uk\)](https://www.legislation.gov.uk/ukpga/2021/10/contents)

Care Act 2014

[Care Act 2014 \(legislation.gov.uk\)](https://www.legislation.gov.uk/ukpga/2014/18/contents)



Safer Norwich Strategy 2023-26

www.norwich.gov.uk



NORWICH
City Council

Introduction

Our new Safer Norwich Strategy 2023 – 26 provides a framework through which we will work with our residents and our partners to identify and deal with issues of concern - making our city a safe place to live in, work and visit.

The strategy sets out our priorities for the next three years:

- Establish a new Safer Norwich Partnership Board to implement and develop an action plan and strategy delivery group.
- Reduce neighbourhood crime and ASB and increase residents' feelings of safety.
- Reduce the incidence and impact of Domestic Abuse and Sexual Violence.
- Reduce harm, vulnerability and violence related to substance and alcohol misuse.

The Norwich Community Safety Partnership will include the Council, Police, Probation and Offender Services, the NHS, social housing organisations, and voluntary and community organisations, who will work together to tackle the causes and prevent crime and disorder holistically in Norwich.

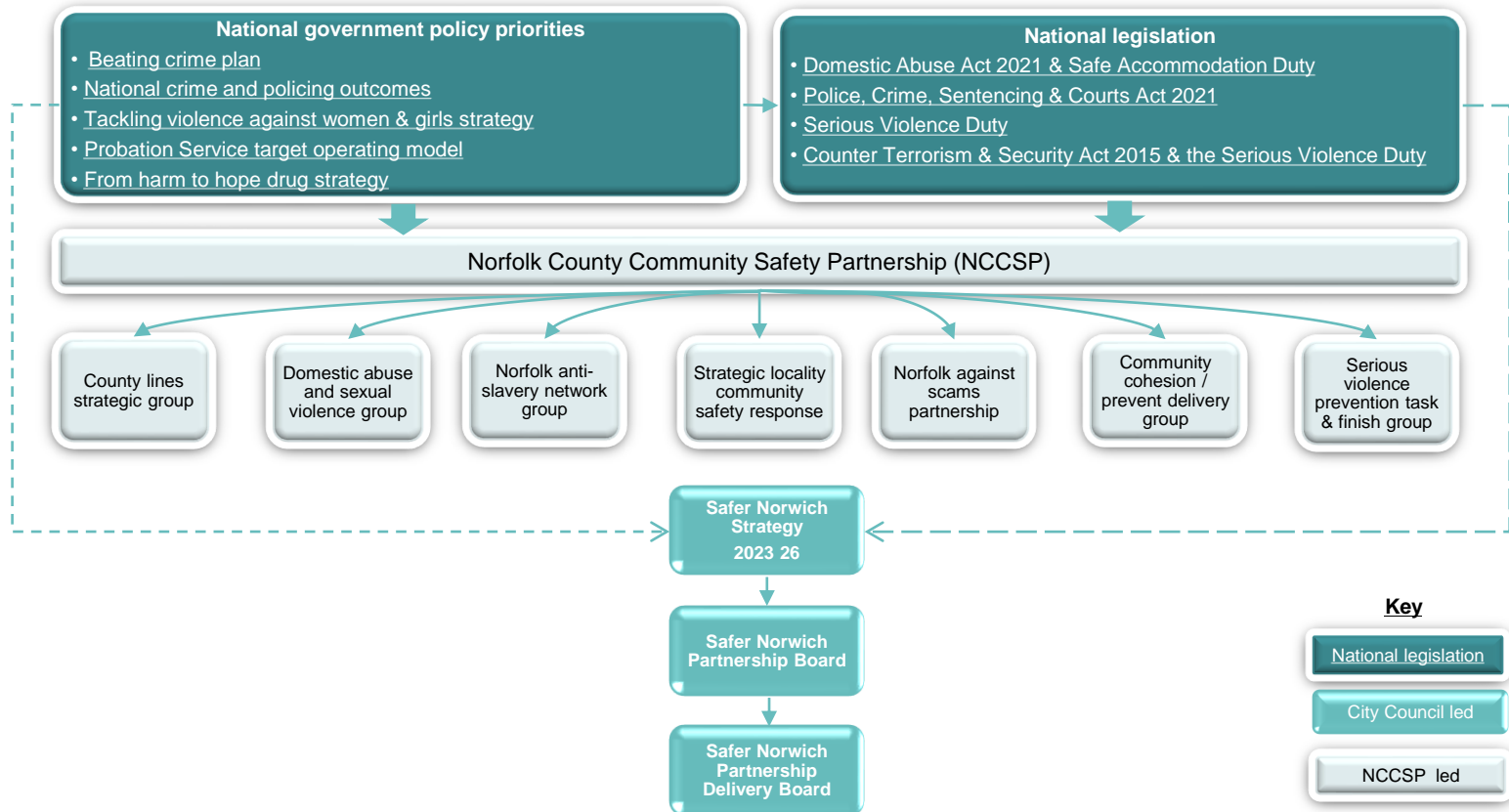
The aim of the strategy and the partnership will be to deliver at a local level for our city and neighbourhoods. We will continue to take an active role in the Norfolk County Community Safety Partnership, so that we have a cohesive approach to all elements of community safety from a regional, local, and neighbourhood level perspective.

Delivering this strategy will increase resident satisfaction and quality of life by improving services and making better use of council resources.

Cllr Beth Jones
Portfolio Holder for Safeguarding

Louise Rawsthorne
Executive Director for Community Services

National & local context



Cross cutting themes of strategy



Prevention and early intervention to reduce harm: taking public health approach to understand the broader societal factors that drive ASB and crime including lived experience of victims and perpetrators.

Reducing the likelihood of young people engaging in ASB or being victims of crime: Identifying children and young people at risk of victimisation and progressing along the path to adolescent and adult offending.

Supporting victims and communities – creating resilience and developing shared objectives: we will ensure reporting processes are clear and accessible. Victims must be confident that they will be taken seriously. Timely communication with victims will improve case management and build trust.

Strong and effective partnership working – public sector, residents, third sector and business: we will take a whole-council approach to community safety. Cohesive and coordinated response across services including community safety, ASB response and enforcement, licensing, public protection, citywide services and housing.

Effective data gathering, sharing and use: we want a comprehensive understanding of the community safety crime issues at a local and regional level data gathering and sharing information to support the delivery of more effective interventions in our communities and neighbourhoods.

Fostering good relations between diverse identities and communities: Supporting equality, diversity and inclusion is a cornerstone of our community safety agenda. We will encourage and support understanding across our communities, challenging extremism, responding effectively to hate incidents and crime.

Timely and effective enforcement when required: It will be necessary at times to take formal action against individuals to remedy ASB. All partners will be conversant in the full range of tools and powers and deploy them appropriately.

Key success measures

A safer city where:

- We embed a joint problem-solving approach to locational anti-social behaviour across key partners and services.
- We develop key datasets and sources to understand ASB and those who perpetrate it.
- We will identify and resource effective interventions to support young people away from anti-social behaviour and crime.
- We work with residents to identify issues and shared responses.
- We continue to invest in NCC housing neighbourhoods - maintenance, estate improvements and security measures.

A supportive city where:

- We will develop key datasets and sources to understand issues around drug-and alcohol-related crime and inform development of effective interventions.
- Provide support and pathways for young people away from drug and alcohol-related crime and vulnerability
- 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

A connected city where:

- We will identify our key partners and ensure they are signed up to the Safer Norwich Partnership Board.
- The Safer Norwich Partnership Board informs and influences the Norfolk County Community Safety Partnership (NCCSP).
- We will ensure that data products from NCCSP meet Norwich's needs.
- We will produce an annual crime, ASB and community safety audit with agreed datasets and sources.

A progressive city where:

- Victims of domestic abuse including young people and children are supported.
- We will map domestic abuse/sexual violence-related data and intelligence and ensure effective data sharing agreements are in place.
- We will reduce re-offending by perpetrators of domestic abuse.
- We work to prevent and address sexual violence in the night-time economy.
- We achieve DAHA accreditation for Norwich City Council.

Governance

Oversight

- We will create a Safer Norwich Partnership Board to provide oversight of Norwich City Council's Section 17 Duty of the Crime and Disorder Act 98.
- Annually we will update residents on our progress in delivering this strategy

Engagement

- We will engage partners in the formulation and development of actions where relevant and gather their feedback post implementation.
- Co-ordinate our activities with the Norfolk County Community Safety Partnership.

Action Plan

- Provide guidance and ownership for the development of the new Safer Norwich Action Plan.
- Each action will identify a clear outcome.
- The Board will monitor satisfaction, performance and progress within the action plan.

Monitoring

- The Councillors and the Leadership team will be appraised of progress regularly.
- Monitor the delivery of the Safer Norwich Strategy and Action Plan.

Review

- We will review the Strategy every 3 years to ensure it remains fit for purpose.

Relevant policies & legislation

Beating Crime Plan

[Beating crime plan - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/policies/beating-crime)

National crime and policing statistics

[Crime outcomes in England and Wales 2020 to 2021 - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/statistics/crime-outcomes-in-england-and-wales-2020-to-2021)

Tackling violence against women and girls

[Tackling violence against women and girls \(publishing.service.gov.uk\)](https://publishing.service.gov.uk/government/policies/tackling-violence-against-women-and-girls)

Probation Service target operating model

[HMPPS Executive Summary: Target Operating Model for the Future of Probation Services in England & Wales \(publishing.service.gov.uk\)](https://publishing.service.gov.uk/government/policies/hmp-probation-service-target-operating-model)

From Harm to Hope drug strategy

[From harm to hope: a 10-year drugs plan to cut crime and save lives \(publishing.service.gov.uk\)](https://publishing.service.gov.uk/government/policies/from-harm-to-hope-a-10-year-drugs-plan-to-cut-crime-and-save-lives)