



Tenant
approved



NORWICH
City Council

Norwich City Council

Tenants' Annual Report 2024-25



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Introduction

Welcome to the tenants' 2024-25 annual report for the year ending March 2025. I'm really pleased to share this year's update which highlights the progress we've made in improving the housing services we provide you.

As the cabinet member for housing, I care deeply about making the changes you've told us matter the most. And while there's still more to do, I'm proud of the progress we've made this year. We've prioritised improving repairs responsiveness and quality, surveying as many homes as possible, delivered more affordable homes, invested in energy efficiency upgrades, improved our fire safety standards and supported tenants through these challenging times.

Ensuring that we have a greater understanding of the maintenance and upgrade

needs of the more than 14,000 homes across our city has been a key step in ensuring that we can be the responsive Landlord that we are committed to being. This supports us in ensuring that we can invest and maintain your home in a timely and responsible way, reducing the need for unforeseen repairs in the future and providing the best quality homes we can.

Thanks to your feedback, all twelve of our Tenant Satisfaction perception measures have improved, bringing us in line with national averages. Your input has helped us understand what's working and where we need to do better, giving a clear steer going forward that I can assure you we are responding to.

We remain committed to meeting the requirements of the Social Housing Regulation Act and ensuring your views help to shape our

decisions – whether through estate inspections, building improvements, security upgrades or everyday conversations. Your involvement is helping us build a better housing service for everyone.

We've also introduced new tools like the Housing Hub, making it easier for you to engage with us and share your thoughts on the services you receive. Alongside this you can view our performance month on month, tracking our ongoing work to improve the services you receive. And we will soon be announcing the appointment of two new contractors for all our property maintenance. More improvements and developments are coming in the new year, and we will keep you updated as we progress.

Thank you for your continued support. Please keep sharing your feedback and together, we can continue making Norwich an even better place to call home.

Cllr Beth Jones
Cabinet member
for housing



Value for money

Affordable homes

Living in a council property is considerably cheaper than renting privately, as shown below.

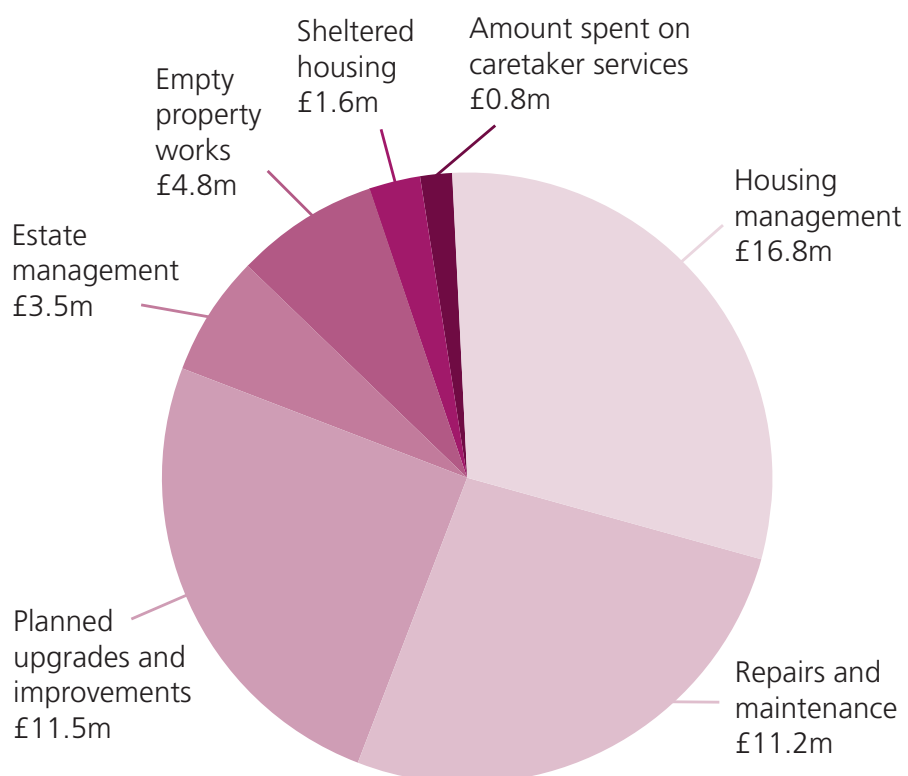
Size of property	Norwich City Council home: average weekly rent (based on 52 week rent year)	Norwich private sector home: average weekly rent (based on 52 week rent year)*
1 bed	£88.04	£177
2 bed	£94.74	£221
3 bed	£104.39	£258
4 bed	£113.29	£363

*Source: The Office for National Statistics as at June 2025

Expenditure in 2024/25 financial year

The income for providing housing services comes from rent (houses/garages), service charges and rechargeable repairs.

The Housing Revenue Account records expenditure and income on running the council's housing stock and closely related services or facilities, which are provided for the benefit of council tenants.



The Housing Revenue Account shows a surplus of £1.8m in 2024-25 and a deficit of £2.5m in 2023-24.

Extract taken from page 114 of the 2023-24 statement of accounts.

Financing and Investment income and expenditure on the Housing Revenue Account was £4.2m which is a reduction from £4.6m in 2023-24.

Page 114 of the statement of accounts.

www.norwich.gov.uk/DraftStatementOfAccounts

Norwich City Council senior management grades 2024-2025

Chief executive office	£141,649 to £154,339
Executive director	£103,686 to £111,508
Director	£84,141 to £95,869

Your home

Breakdown of our housing stock

14,130

properties, made up of:

7,341

flats and
maisonettes

5,850

houses

867

bungalows

70

bedsits

2

cluster units



Repairs and upgrades

2024-25 planned works programmes

Work programme	Completions	Average Cost
Electrical upgrade	1362	£1,140
Kitchen replacements	258	£5,579
Bathroom replacements	352	£4,481
Gas boilers replacements	363	£4,151
Air source heating system	8	£15,000
Insulation improvements	698	£590
Solar panels	66	£4,596
Window replacements	8	£1,506
Door replacements	157	£391
Block door access control systems	31	£22,400
Roof replacements	96	£16,023

Adaptations

£2,080,387

spent on major adaptations to
homes for people with disabilities.

Energy efficiency

We are continuing with the programme of work to replace old gas boilers with modern appliances, and we are surveying homes to complete insulation improvements whether these are occupied or empty.

We have started a programme of work to install solar panels on houses where we are replacing roofs and installing air source heat pump heating systems for all houses where a boiler replacement is due. These new systems will reduce energy bills and benefit customers when their heating is changed from gas

central heating to a heat pump system. It also ensures the Council meets its 2045 decarbonisation targets. All empty properties that are suitable for this type of heating will be upgraded before the next tenancy commences.

The average energy performance of our homes on the scale of A to G is 70.7 which is in the C range (69-80). Where A is very energy efficient, with lower running costs and G is not energy efficient with higher running costs. Over 75 per cent of our stock has an energy efficiency rating of C or above.

NCC Energy score bands

Score band/ EPC band	Average	%
(92+) A		0.05
(81-91) B		2.61
(69-80) C	70.7	72.60
(55-68) D		23.98
(39-54) E		0.55
(21-38) F		0.21
(1-20) G		0.01
	% A-C	75.26

Safety

We are committed to ensuring the safety, compliance, and wellbeing of residents through robust management of building safety systems.

Service area	General services/works
Fire safety	Fire risk assessments for all buildings comprising two or more homes; associated remedial repairs; fire alarm inspections, testing maintenance for all relevant buildings, flat entrance and communal fire doors checks.
Asbestos management	Surveys are undertaken to enable safe working when homes are due repairs or planned works. Where planned works are due, we will remove asbestos materials in most situations.
Water hygiene	Testing for legionella risk, cold water storage tank inspections for all relevant buildings; inspections testing, maintenance, and repairs of all relevant supply equipment.
Lift management	Inspection, testing maintenance and associated repairs, independent inspection, and planned equipment upgrades.
Gas safety	Annual landlord Gas Safety Records (LGSR) inspections for all homes; domestic / communal boiler servicing and repairs for all relevant buildings; heating repairs for homes/buildings.
Electrical safety	Electrical Installation Condition Reports (EICRs) for all homes and buildings are undertaken on a five-yearly cycle. More frequent inspections are undertaken on emergency lighting tests and inspections/maintenance for all buildings; estate lighting as appropriate; door entry systems maintenance and associated repairs for all relevant buildings.

Your tenancy

Housing advice and allocating homes

854

housing applications
assessed



531

introductory
tenancies started

62 days

average re-let time for council homes (the number
of days a property was empty between tenants)
when the property required standard works.

951

social housing
properties allocated



84%

of households who approached us about facing
homelessness were prevented from becoming
homeless, helping clients in crisis and saving
money on temporary accommodation

Rent collection

£78,293,180

Rent due for 2024-25
financial year



99.5%

total rent collected in
the year, as a % of
rent due in the year

£77,878,311

total rent collected
(including arrears payments
made by current and
former tenants)

£3,974,245

arrears brought forward
from previous years

95%

of all rent due (including
arrears) was collected

Your neighbourhood

Improvements included

Bacton Road Community Orchard

What was once a space troubled by anti-social behaviour, dog fouling, and litter has been beautifully transformed into a thriving community garden. Raised beds, plants, and a welcoming gate have helped create a peaceful place where residents now grow fresh produce to share locally. This extra food supports the Phoenix Centre's social supermarket and food bank. Community events like wassailing and summer fêtes bring neighbours together, and the garden has become a quiet retreat for all ages, even teenagers enjoy relaxing on the community bench.



Drayton/Burges Road Community Garden

A previously neglected area has blossomed into a vibrant hub for learning and connection. Every Wednesday, residents come together to carry out seasonal gardening tasks, socialise, and take part in workshops on food growing, cooking, conservation, and environmental care. A rainwater-harvesting tiled roof, created in partnership with the Sainsbury Centre, UEA, and Burges Road Community Garden – was showcased at UEA and will soon be installed in the garden to help combat climate change.



Bowers Avenue/Lefroy Road Community Garden

Raised beds and benches have helped create a welcoming space where residents meet every Tuesday to garden and enjoy social events. A highlight was the Autumn 2024 harvest festival, which brought together 74 neighbours in celebration. The group has since secured additional funding from Kew Gardens and proudly featured in their national projects as a shining example of successful community gardening and resident-led transformation.



Anti-social behaviour (ASB)

26 Community protection warnings

2 Notice of demotion

3 Partial closure orders

3 Noise abatement orders

14 Community protection notices

2 Notice possession

6 Full closure orders

0 Injunctions

3 Evictions

Tenant involvement

Putting tenants at the heart of housing

We are committed to putting tenants at the centre of everything we do. Our **Tenant Engagement Strategy 2023-26** sets out our ambition to listen, learn, and empower, ensuring tenants have the opportunity to scrutinise, influence and shape the housing services they receive.

In October 2022, we asked tenants how they preferred to engage with us. Over 1,600 responses helped shape our approach:

83%

were interested in one-off, occasional surveys

54%

preferred engagement without long-term commitment

55%

wanted activities that didn't take too long

This feedback directly informed our strategy, which pledged to:

- Create new opportunities for involvement
- Improve how we communicate
- Strengthen digital solutions to increase engagement.

Throughout 2024-25, we delivered a wide range of engagement activities designed to suit different preferences and levels of involvement. Whether through surveys, forums, estate inspections, or informal conversations, we created accessible and inclusive opportunities for tenants to have their say on the issues that matter most to them.

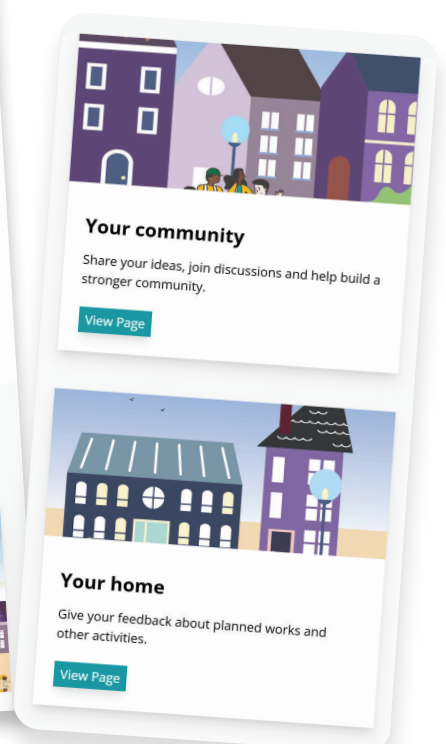
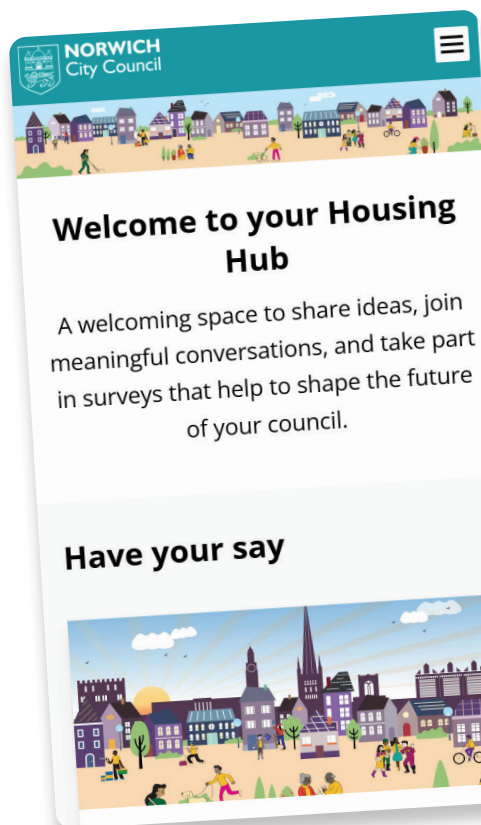
Engagement that works for you

In response to tenant feedback, we designed the **Housing Hub** throughout 2024-25. It launched in 2025-26 as a central digital space where tenants and leaseholders can:

- Share views through discussion forums
- Participate in quick polls and surveys
- Stay informed about service updates and consultations
- Influence decisions that affect their homes and neighbourhoods.

The Hub creates meaningful, informal opportunities for tenants to engage on their own terms, just as they told us they wanted.

gettalking.norwich.gov.uk/hub-page/HousingHub



How tenants got involved

Between April 2024 and March 2025, we recorded **3,857** tenant contributions across a wide range of engagement formats:

3,378

surveys (TSM, repairs, ASB, lettings)

347

questionnaires (fire evacuation, TLC magazine, tenancy policy)

46

coffee mornings

26

Tenant Involvement Panel meetings

25

estate improvement map pins

22

forums

6

estate inspection surveys

4

quick polls

1

community event

1

Q&A session

1

guestbook entry

Tenant Involvement Panel (TIP)

The Tenant Involvement Panel met six times at city hall, providing scrutiny and challenge across a range of housing topics. TIP members:

- Participated in the Heathgate estate inspection trial
- Attended the ARCH national tenant conference, leading to Norwich joining TPAS to strengthen engagement
- Scrutinised housing performance and quarterly compliance updates, recommending changes to gas safety checks to include stop taps
- Reviewed key areas including:
 - Housing Revenue Account
 - Right to Buy
 - Repairs and voids
 - Damp and mould
 - Estate management and communal areas
 - Domestic abuse
 - Building development
 - Tenant Satisfaction Measures
 - The Housing Hub

TIP also contributed to:

- The Government's Right to Buy consultation
- The Housing Ombudsman's Corporate Strategy and Business Plan
- The upgrade refusal survey
- Reviews of the repairs policy and damp and mould policy.

Who got involved

We engaged tenants from a wide range of ages and ethnic backgrounds, reflecting the diversity of our communities.



You Said, We Did

Tenant feedback led to direct service improvements.

Tenants told us through the Tenant Satisfaction Measures (TSM) survey that our estates and communal areas needed improvement. In response, we:

- Expanded the caretaking team
- Increased spot checks and inspections
- Enhanced officer training
- Relaunched the Estate Aesthetics process with a renewed focus on resident engagement.

During the pilot project to reintroduce tenant involvement in estate inspections, tenants helped identify a range of issues

through walkarounds and online submissions. These included:

- A sinkhole providing access for rats
- Loose wiring and deteriorating roof felt
- An unsecured rubbish chute
- An electrical box missing its door
- A significant buildup of pigeon waste.

All issues were resolved as work orders or service requests. Signage across the estate was also reviewed and updated where needed.

This pilot helped refine the inspection process ahead of full rollout in 2025-26 and showed that tenants are keen to be actively involved in maintaining their estates.

Consultation that made a difference

Tenants and residents also contributed to several targeted consultations:

- The Fire Evacuation Assistance Survey helped us identify vulnerable tenants in high-rise buildings and map their needs into our housing system, supporting inclusive and tailored evacuation planning.
- Tenants were consulted on the introduction of affordable rent, supporting transparency and fairness in housing policy. This engagement ensures rent changes reflect community needs and are communicated clearly.
- Residents informed the development of a new 10-year Play Area Strategy, ensuring future spaces are inclusive and well-used.
- Feedback from online and in-person sessions is directly shaping the designs of the Eaton and Heartsease skateparks, reflecting the needs of local skaters and young people.

These activities reflect our commitment to listening, learning, and empowering tenants to shape the services they receive.

↑ **6.9%** increase

71.1%

Proportion of respondents who report that they are satisfied with the overall service (TP)

Tenancy support

Sheltered housing

915

sheltered housing
properties across
26 schemes

- Sheltered housing support officers continued to provide support throughout the year to tenants who needed it.
- Alarm upgrades now completed at all sheltered housing sites.
- Appello remains our 24/7 alarm monitoring provider.



Specialist support team

The specialist support team works with tenants to reduce the risk of eviction and abandonment. The team, work alongside tenants to increase their ability to manage a healthy tenancy, for the long term.

Some tenants experience challenges, which can increase the likelihood of tenancy related difficulties.

Issues include, experiencing self-neglect and hoarding, unmanaged mental health, domestic abuse, substance use, financial hardship, and social isolation/exclusion.

- In 2024-25 the team supported 224 residents:
 - **68%** of tenants the specialist support team supported were referred to a range of partner agencies, such as social services, Norfolk Integrated Domestic Abuse Service (NIDAS), Change Grow Live, Department for Work and Pensions (DWP), Complex needs team, money and budgeting advice, Wellbeing Service, mental health services, Safe Habitable Homes service, Future Projects.
 - **92%** of tenants supported in 2024-25 had rent payment plans in place and reduced rent arrears when work with the specialist support team ended.

Customer service

The majority of council services, including non-emergency repairs, can be accessed through simple forms on our website.

- Visit **www.norwich.gov.uk/CouncilHomes** to access information relevant to council tenants and leaseholders.
- All tenants can sign up for My Account **www.norwich.gov.uk/MyAccount** to:
 - Keep track of rent payments
 - Report non-urgent repairs
 - Access benefits and council tax information and forms.
- Service standards (**www.norwich.gov.uk/ServiceStandards**) and contact us information (**www.norwich.gov.uk/contact**).



New council homes

34

new council homes were built.

16

properties have been completed and made available through home options due to grants of Right to Buy receipts provided to Registered Providers.

29

to complete Phase three of the Three Score development and a further five were bought on the Hills development on Barrack Street.



81

new council homes have been granted with planning approval, with 14 on Argyle Street and 67 on phase one of the former Mile Cross development and enabling ground works have been undertaken. Construction of these two sites will commence in 2025-26.



Tenant feedback

'You said, we did': Tenant Satisfaction Measures (TSM)

Over the past year, we've made significant progress in improving the services that matter most to you. Satisfaction with our overall service increased by seven percentage points, and our repairs service saw a similar improvement, both now in line with national averages. We've also made progress in how quickly we respond to complaints and complete repairs.

Looking ahead to 2025-26, we're focusing on the areas you've told us need more attention, including how we handle complaints, maintain communal areas, and engage with you as tenants. We're focused on full compliance with key building safety checks. With your continued feedback, we're committed to learning and improving to deliver quality services for all our tenants.

6.9%
increase in
satisfaction
with our
overall service

Reference the webpages for TSMs: www.norwich.gov.uk/tsm

Complaints

The Housing Ombudsman (the independent public body that looks at complaints within the social housing sector) introduced a new statutory Complaint Handling Code in 2024 to ensure that all complaints from leaseholders and tenants are handled promptly, effectively and fairly.

We carried out a **self-assessment against the requirements of the code**.

It is important that we know as soon as possible when things have not gone well, so that we can investigate what happened and take action to put things right if needed. Feedback also allows us to continually learn and improve.

There are several ways you can give us feedback:

- Online: **www.norwich.gov.uk/complaints**
- Email: **mailto:listening@norwich.gov.uk**
- In writing: Norwich City Council, City Hall, St Peter's Street, Norwich, NR2 1NH
- In person to a member of staff or contractors, or by completing and returning satisfaction surveys.

More information on making a complaint

The Government's Make Things Right campaign aims to inform residents on how to raise complaints if they are unhappy with the service from their social housing provider.

We also have lots of information on our website, including how to contact the Ombudsman.

Housing complaint report

We published a report detailing our **complaint performance and service improvement** in 2024-25.

- **920** stage one complaints received
- **64%** responded to within the Housing Ombudsman timeframe
- **174** stage two complaints received
- **74%** responded to within the Housing Ombudsman timeframes

Nature of highest volume of housing complaints received 2024-25:

Nature of complaint	
Responsive repairs	45%
Tenancy and neighbourhood issues	12%
Contractors	10%

Learning from complaints

We're listening and making changes. In 2024-25, we improved how we handle complaints. We're responding faster, reducing the number of complaints, and learning from what you tell us.

- **You said** communication about roofing repairs was poor. **We did** hire a new roofing supervisor and improved how we keep you updated; Complaints have dropped.
- **You said** your estate wasn't being maintained well enough. **We did** expand our caretaking team and increased inspections to keep outdoor areas cleaner.
- **You said** you weren't kept informed about your ASB case. **We did** train officers to agree communication plans with tenants and provide regular updates.
- **You said** our letters about small arrears felt too strong. **We did** review and update our letter templates to make them clearer and more respectful.
- **You said** automated texts can be distressing for tenants with vulnerabilities. **We did** add a system flag to stop texts being sent where they're not appropriate.

We're committed to improving and making sure your voice leads to better services.

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