Committee name: Cabinet

Committee date: 12/11/2025

Report title: Corporate Performance Report 2025-2026 - Quarter Two

Portfolio: Councillor Stonard, Leader of the Council

Report from: Executive director of communities and housing

Wards: All wards

OPEN PUBLIC ITEM

Purpose

To provide an update on the progress of the We are Norwich community-led plan and report on the key performance indicators for quarter two of 2025-2026.

Recommendation:

It is recommended that cabinet review progress on the We are Norwich community-led plan and key performance indicators for this quarter.

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 ‘An open and modern council’ corporate priority.

Report details

Introduction

1. For the reporting period 2025-2026, information across corporate performance, finance and risk elements will be presented to Cabinet as three quarterly reports, and an annual report for 2025-2026.

2. The KPIs in this report have been carried over from the previous Corporate Plan and are under review, as part of the new business planning process. For the purpose of this report, the existing KPIs have been mapped to the new priorities in the Community-led Plan 2024-2029 'We are Norwich':
    - An open and modern council
    - A prosperous Norwich
    - A fairer Norwich
    - A climate responsive Norwich
    - A future-proof Norwich

3. This report sets out progress for the period 01 July to 30 September 2025. This includes a performance overview for quarter two and provides an update on the 'We are Norwich Business Plan' that was approved by Cabinet in February 2025.

4. Performance reporting for indicators in this report is based around a traffic light system, for further information please see here.

Overview of Performance Measures for Quarter 2 2025-2026

5. There are 20 quarterly and two annual KPIs reported for this period. One quarterly and one annual KPI are awaiting external verification and will be reported in quarter three. Another quarterly KPI, dependent on grant funding, has had its RAG rating temporarily removed as work has not yet commenced. Additionally, one annual KPI is being monitored through an external programme, and its RAG rating has also been removed.

6. The table below compares the latest quarterly performance with a rolling 12-month average, broken down by status:

KPIs against targets		Rolling 12-month average		Q2 totals 2025-2026	
Green	Performance is on or above target	12	60%	11	61%
Amber	Early warning that performance is not on target and action may be required.	5	25%	4	22%
Red	Performance has reached a level where we will intervene and agree what action is required to bring it back on	3	15%	3	17%

	target.				
Totals		**20**		**18**	

7. The totals for the ‘Rolling 12-month average’ slightly differ from the KPI count of quarter two 2025-2026. This is because of the following reasons:
   - **Pending Verification:** The KPI ‘% household waste sent for reuse, recycling, composting (reporting on previous quarter)’ is awaiting verification and will be reported in quarter one of 2025-26.
   - **Pending grant funding:** The KPI ‘Total number of private sector insulation measures completed (council measure, dependent on external funding) is dependent on grant funding. As work has not yet commenced, its RAG rating has been temporarily removed. Activity is expected to begin in quarter three.

8. Overall, performance remains steady. There are three KPIs that have reached a level where we are taking action to bring them back on target.

9. The information below provides an overview of the following:

   - KPIs off target and have reached a level where we will intervene.
   - KPIs not on target and action may be required to improve performance
   - KPIs where there have been significant improvements during the quarter.

Significant Improvements

KPI Title & Number	Q2 2024/2025	Q3 2024/2025	Q4 2024/2025	Q1 2025/2026	Q2 2025/2026
KPI01					
Average number of days taken to process new Housing Benefit claims from point of receipt to notification of entitlement	15.00	18.00	21.00	22.60	20.40
KPI09					
% of households owed a homelessness prevention duty (in accordance with the Homelessness Reduction Act) where the duty was ended due to suitable accommodation being secured	75.00	80.00	84.00	81.20	87.00

- **KPI01 - Average number of days taken to process new Housing Benefit claims from point of receipt to notification of entitlement:** In quarter two, the average Speed of Processing (SoP) for new Housing Benefit claims improved to 20.4 days, down from 22.6 days in quarter one. This includes a notable drop from 25.7 days in June to 20.1 days in July, reflecting the impact of targeted efforts to clear older claims and improve processing efficiency. The year-to-date average has also improved by 1 day, from 22.6 days at the end of quarter one to 21.6 days at the end of quarter two, moving closer to the 21-day target. Refresher training and proactive engagement with landlords have supported quicker decision-making and reduced delays for claimants, and these actions are expected to continue driving improvements in year-to-date performance.

KPI09 - % of households owed a homelessness prevention duty (in accordance with the Homelessness Reduction Act) where the duty was ended due to suitable accommodation being secured: The Homelessness Prevention Team continues to deliver outstanding performance in the face of a challenging external environment. This quarter has seen consistently high outcomes, with performance exceeding targets. Our success is driven by the strategic use of resources and a delivery model that prioritises specialist support for high-risk groups. These targeted interventions have been key to sustaining strong results, and we remain committed to refining and expanding our approach to meet evolving needs.

Significant Improvements

KPI Title & Number	Q2 2024/2025	Q3 2024/2025	Q4 2024/2025	Q1 2025/2026	Q2 2025/2026
KPI12					
Number (of total) (%) of food premises rated 0,1 or 2 (non-broadly compliant), moving to a compliant rating of 3, 4 or 5 against the Food Hygiene Rating System	86.00	86.00	83.00	84.00	94.00
KPI14					
% of planning decisions upheld after appeal (where council has won)	56.00	62.00	73.00	80.00	92.00
KPI26					
% of corporate complaints responded to within stated timescales	81.00	90.00	88.00	84.00	90.00

- **KPI12 - Number (of total) (%) of food premises rated 0,1 or 2 (non-broadly compliant), moving to a compliant rating of 3,4 or 5 against the Food Hygiene Rating System**: During quarter two, 94% of food premises previously rated as non-broadly compliant (ratings of 0, 1, or 2) successfully improved to a compliant rating of 3, 4, or 5 under the Food Hygiene Rating System. This reflects a strong commitment to public health and food safety across Norwich. The continued collaboration between Environmental Health officers and local businesses has been instrumental in driving these improvements. Targeted support, guidance, and follow-up inspections have helped ensure that premises meet the required standards, contributing to a fairer and healthier city for all residents.

- **KPI14 - % of planning decisions upheld after appeal (where council has won):** The Council's decisions continue to be found to be sound under external scrutiny by the Planning Inspectorate. However, this KPI remains sensitive to change due to the low number of appeals submitted.

- **KPI26 - % of corporate complaints responded to within stated timescales:** We achieved 90% this quarter, exceeding our target for the fifth consecutive time. This consistent performance reflects the positive impact of our ongoing efforts and the enhancements made to both the complaints process and reporting.

KPIs to watch for Quarter two

KPIs not on target and where action may be required

KPI Title & Number	Q2 2024/2025	Q3 2024/2025	Q4 2024/2025	Q1 2025/2026	Q2 2025/2026
KPI07					
% of council homes with a valid gas safety certificate	100.00	100.00	100.00	99.95	99.99
KPI08					
Number of homeless households living in temporary accommodation	65.00	73.00	65.00	62.00	67.00

- **KPI07 - % of council homes with a valid gas safety certificate:** As of 30 September 2025, one property was overdue; however, the certificate was renewed on the following day. Performance remains under target, primarily due to personnel changes within the teams and the time required to complete their training. Additionally, recent changes to court timeframes for warrant applications contributed to the reduction in figures. Both issues have now been addressed as we enter quarter three with new staff to fill vacancies, and performance is expected to return to previous levels.

- **KPI08 - Number of homeless households living in temporary accommodation:** The rise in temporary accommodation usage over the past year mirrors the increase in homelessness presentations currently affecting all local authorities. Despite experiencing a higher volume of presentations than neighbouring areas, we continue to manage temporary accommodation placements intensively, and our usage remains comparatively low. Recent figures have been significantly impacted by an increase in evictions from the private rented sector. Although we did not meet our target, our performance under these challenging conditions has been strengthened by the strategic use of external funding, which has enabled us to enhance resources focused on preventing and relieving homelessness within the most affected groups.

KPIs to watch for Quarter two

KPIs not on target and where action may be required

KPI Title & Number	Q2 2024/2025	Q3 2024/2025	Q4 2024/2025	Q1 2025/2026	Q2 2025/2026
KPI10					
% household waste sent for reuse, recycling, composting (reporting on previous quarter)	41.00	36.00	37.50	38.00	
KPI15					
% of planning applications determined within statutory time limits	88.00	85.00	93.00	83.00	86.00
KPI23					
% of customer's responding as satisfied with customer contact team service	81.72	84.97	82.19	79.37	73.66

KPI10 has been flagged as one to watch. Although it reflects quarter one data, it is reported in quarter two following verification. It is not included in quarter two totals but is highlighted to show that action is underway to return to target.

- **KPI10 - % households waste sent for reuse, recycling, composting (reporting on previous quarter):** Recycling performance in quarter one has slightly increased, with the status moving from 37.5% to 38%. Rates remain within the typical annual range of 36% to 41%, consistent with historical trends and the seasonal variations which impacts the tonnages of garden waste and recycling collected. To enhance recycling outcomes, the following actions are underway:
  - Expansion of the Food Waste Service to over 8,000 additional properties in 2026
  - Implementation of Simpler Recycling legislation
  - Investment in additional Environmental Services resources
  - Education and Enforcement
  - Development of targeted behaviour change campaigns, community education, and enforcement initiatives

  Quarter two data is currently unavailable due to delays in the Waste Data Flow validation process. Verified data for the quarter two period 2025-2026 will be published in time for quarter three, 2025–2026 reporting.

- **KPI15 - % of planning applications determined within statutory time limits:** While decisions continue to be made in a timely manner, the use of extensions of time will be subject to closer scrutiny. This will be achieved through regular 1:1 caseload reviews and ongoing discussions in team meetings.

- **KPI23 - % of customer's responding as satisfied with customer contact team service:** Customer satisfaction decreased this quarter, a large part of this was due to extended call wait times. To address this issue several initiatives are currently in progress, including the recruitment and training of additional staff.

KPIs to watch for Quarter two

KPIs off target requiring intervention

KPI Title & Number	Q2 2024/2025	Q3 2024/2025	Q4 2024/2025	Q1 2025/2026	Q2 2025/2026
KPI05					
% of council housing rent collected (excluding arrears brought forward)	97.33	99.77	99.47	96.68	96.75
KPI06					
Average re-let time of council homes in calendar days (excluding major works)	67.00	51.00	43.00	59.00	46.00
KPI24					
% of customer contact that takes place through digital channels	52.84	68.28	51.10	68.53	43.51

- **KPI05 - % of council housing rent collected (excluding arrears brought forward):** The ongoing migration to Universal Credit (UC) continues to impact collection rates, with UC claimants owing, on average, six times more than those on Housing Benefit (HB). While HB payments to rent accounts fell by £3.23 million, UC managed payments totalled £3.13 million - resulting in a shortfall of approximately £100,000. Persistent arrears are being driven by delays in UC payments at assessment stage and recent regulatory changes. Staff are spending more time managing increasingly complex arrears cases, compounded by the rising cost of living and its effect on tenant finances. To support more effective case management, a new dashboard has been launched to help prioritise urgent cases. As a result, an increase in legal action is anticipated.

- **KPI06 - Average re-let time of council homes in calendar days (excluding major works):** Void turnaround times, which rose to 59 days in quarter one, have since reduced to 46 days this quarter. This improvement is partly due to a change in cleaning contractor. Teams across the council continue working with contractors to identify further ways to reduce turnaround times.

  Furthermore, Housemark benchmarking data indicates that the average across the sector is 55 days. This suggests that our current target of 21 days is no longer aligned with sector norms. In response, we are conducting a peer review of other councils to help establish a more realistic and appropriate target, ensuring our performance expectations are in line with those of comparable authorities.

- **KPI24 -% of customer contact that takes place through digital channels:** Performance was below target in quarter two as a result of increased phone demand, due to a number of factors, including a temporary removal of a service being available online due to technical issues. This has led to a reduction in online service usage and a corresponding rise in phone contacts for these services.

10. Please see here our Corporate Performance\ Dashboard - Q2 2025 - 2026, for a detailed overview of all performance data for quarter two with commentary of progress.

11. The new IT solutions we have for our performance reporting means there is a much better user experience as well as enhanced functionality for people who are interested in looking at our performance measures.

We are Norwich Business Plan Delivery

Introduction

12. This section provides a summary of progress made against the five priorities set out in the We Are Norwich Business Plan during the first half of the 2025 - 2026 financial year. It highlights key achievements, outcomes delivered, and priorities for the remainder of the year.

13. The first half of 2025 - 2026 has seen strong and sustained progress across all five priorities of the We Are Norwich community-led plan, despite a challenging operating environment and the added complexity of preparing for Local Government Reorganisation (LGR). Our focus has remained on delivering tangible outcomes for residents, improving services, and laying the foundations for a resilient, future-ready council ahead of the transition to a unitary authority.

14. The table below highlights some key outcomes at a glance.

We are Norwich Priority	**Outcomes Delivered at a Glance**
Open and Modern Council	• Residents are finding it easier to access services online, with improved website usability and new digital communication tools. • Faster, more efficient internal processes are freeing up officer time to focus on frontline support. • Better engagement and consultation are ensuring residents' voices shape service design and delivery.
A Prosperous Norwich	• More residents are benefiting from affordable housing and safer neighbourhoods. • Cultural participation is increasing, enriching community life, and supporting the city's visitor economy. • Local businesses are better supported to grow, creating jobs and economic opportunity.
A Fairer Norwich	• Hundreds of tenants are living in healthier, safer homes. • Residents facing financial hardship are accessing critical advice and support. • Public spaces and events are becoming more inclusive and accessible for all.

A Climate Responsive Norwich	• Hundreds of council homes are warmer, more energy-efficient, and cheaper to run. • Residents benefit from cleaner air, improved biodiversity, and better-maintained parks and green spaces. • Local partnerships are building the skills and capacity needed for a low-carbon future.
A Future-Proof Norwich	• Residents will shape how £40 million is invested in their communities over the next decade. • The city is better prepared for demographic change and future service demand. • The council is positioned to deliver a smooth transition to new governance arrangements, protecting services and outcomes for residents.

15. As we enter the second half of the year, the focus will continue on core priorities, delivering outcomes that matter most to residents, and preparing the organisation for the significant structural changes ahead. Together, this work is ensuring Norwich remains a fairer, greener, more prosperous, and resilient city - one that is ready to thrive in the next chapter of local government.

An Open and Modern Council

16. Significant progress has been made over the first two quarters of 2025 - 2026 to modernise how the council operates and to make services more responsive to residents' needs. The "Get Talking Norwich" approach is now embedded across the organisation, strengthening how we listen to the city and ensuring that local voices shape decisions. A refreshed partnerships framework and a new internal directory of partners have been completed, creating clearer pathways for collaboration and aligning activity more closely with the community-led plan. Our capital strategy has also been updated, underpinning investment decisions that will deliver long-term benefits for the city.

17. Digital transformation remains a key driver of improvement. Delivery of the Customer and Digital Strategy continues at pace, with over 40% of actions already completed. A redesigned council website is improving accessibility and user experience, with new tools such as Microsoft Copilot are streamlining processes and freeing up officer time to focus on frontline service delivery. The phased digitisation of regulatory services is also underway, modernising how we manage housing and licensing processes. These changes are already benefitting residents by improving access to services, reducing waiting times, and enabling more consistent decision-making.

18. Work to strengthen accountability and governance also continues. The council is revising its governance structure with directorate-level programme boards reporting monthly to the Executive Leadership Team, supporting clearer decision-making and better oversight of corporate priorities. Equality, diversity and inclusion activity has advanced too, with the launch of an EDI Champions network and the rollout of training designed to build a more representative and inclusive workforce. This supports our ambition to be a modern organisation that reflects the city it serves.

19. The focus for the second half of the year will be on sustaining momentum around digital transformation, workforce development, and embedding a culture of continuous improvement across the council.

A Prosperous Norwich

20. The first half of 2025 - 2026 has seen major steps forward in strengthening Norwich's economy and laying the groundwork for inclusive, sustainable growth. The city's new long-term economic vision and growth strategy have been published, providing a shared route map for investment, business support and job creation. Work to address housing challenges is progressing, including acquisition of the Anglia Square site, advancing delivery of the East Norwich development, and accelerating affordable housing delivery through partnerships with registered providers and the Norwich Orwell Partnership. These interventions will help ensure more people have access to secure, good-quality homes and that the city has the space it needs to grow sustainably.

21. Culture continues to play a vital role in Norwich's economic future. Development of the new Culture Strategy is being shaped through ongoing collaboration with the Creative City Compact and extensive sector engagement. This work is underpinned by improved cultural data and evidence, new grant funding opportunities, and initiatives such as the Small Culture Grants programme, which is supporting projects that tackle isolation, promote inclusion and nurture creative talent. These activities are already improving opportunities for artists and freelancers and increasing cultural participation, particularly among underrepresented groups.

22. Community safety and neighbourhood quality have remained key areas of focus. The council continues to lead local efforts to tackle anti-social behaviour, with refreshed priorities agreed by the Safer Norwich Board and new partnerships formed to address emerging community tensions. Like many other areas where hotels are accommodating people seeking sanctuary, Norwich has seen increased protest activity over the summer, including flags placed on lampposts as part of the national *Raise the Colours* campaign. These actions have contributed to higher levels of community tension, particularly in Bowthorpe but also more widely across the city.

23. To help us respond, we've commissioned Belong – the Cohesion and Integration Network to work with us to understand the causes of these tensions, hold open conversations with residents, and train our staff to respond confidently to cohesion issues. Belong will also provide sessions for councillors to help them support residents effectively while maintaining clear and appropriate boundaries.

24. The Love Norwich / Clean Streets programme has also been strengthened with the appointment of additional enforcement capacity, supporting cleaner, safer neighbourhoods. Meanwhile, innovative partnerships like the upcycling project with the Benjamin Foundation are helping residents on low incomes access essential household goods at reduced costs while reducing waste.

25. Looking ahead, work will focus on finalising and adopting the Culture Strategy, launching the city's Major Events Strategy, and accelerating delivery of housing interventions. Progressing the visitor information feasibility study recommendations and strengthening local income growth initiatives will also be priorities, ensuring Norwich's economy continues to deliver opportunities and benefits for residents and businesses alike.

A Fairer Norwich

26. Work under the Fairer Norwich theme continues to tackle inequality, improve housing and health outcomes, and ensure that no one is left behind. The adoption of the socio-economic duty into decision-making is now complete, ensuring that policies and services consider their impact on those facing disadvantage. Delivery of the new Health and Wellbeing Partnership Strategy is advancing, with targeted funding supporting projects to address health inequalities, while ongoing work with Active Norfolk and partners is helping more residents lead active, healthier lives.

27. Significant progress has been made in housing and homelessness services. A preventative approach to damp and mould has been strengthened with the recruitment of specialist staff and the rollout of sensor technology, improving living conditions and reducing health risks. New housing developments are moving forward, with enabling works underway at Argyle Street and Mile Cross Depot, and consultation is progressing on new homelessness and rough sleeping strategies. Preparations are also in place for major legislative changes, including the Renters' Rights Bill, which will strengthen tenant protections and improve private rented sector standards.

28. The council's focus on accessibility and inclusion continues to deliver results. Bronze accreditation has been secured for council-led events, with lessons learned now shaping future planning and supporting external organisers to meet accessibility standards. Improvements at Eaton Park and a forthcoming play strategy informed by extensive consultation will enhance inclusive outdoor spaces. Meanwhile, funding has been secured to sustain the Financial Inclusion Consortium to 2028, ensuring continued support for residents facing financial hardship.

29. Strong progress across housing, health, inclusion, and financial wellbeing initiatives mean that more residents are living in safe, accessible homes, experiencing improved public spaces, and receiving the support they need to thrive.

A Climate Responsive Norwich

30. The council has continued to drive forward its climate ambitions, laying strong foundations for a net-zero future and ensuring that environmental action benefits local communities. Work to develop the "Net Zero Pathway for Norwich" - a citywide plan aligning with our remaining carbon budget - is nearing completion and will be adopted before the end of the financial year. Engagement with the Norwich Climate Commission and new initiatives such as

COPxNorwich are strengthening local collaboration and unlocking new ideas for decarbonisation and adaptation.

31. Major steps are being taken to decarbonise our buildings and housing stock. Retrofit planning for General Fund buildings and low-rise council homes is progressing, supported by new specialist roles and feasibility work. Large-scale retrofit programmes are underway through the Social Housing Decarbonisation Fund and the Warm Homes programme, delivering energy efficiency improvements and reducing household bills for hundreds of tenants. Heat network assessments, EV infrastructure planning, and new solar PV business cases are also advancing, building a pipeline of future carbon-saving projects.

32. Nature recovery and biodiversity action are accelerating. The £775,000 “NatureCityNorwich” project has been launched, establishing strong partnerships and creating a pathway for urban nature recovery. Responses to the Local Nature Recovery Strategy have been submitted and plans for a new “Nature Commission” will help coordinate delivery and unlock funding. Accessibility in parks has improved, new play strategies are being developed, and funding bids are underway to enhance local green spaces - delivering real quality-of-life benefits for communities.

33. Waste, recycling and procurement workstreams continue to progress, with preparations for expanded food waste collections and a contract extension for recycling processing ensuring service continuity. As this work advances, residents can expect warmer, greener homes, improved green infrastructure, and a city that is better prepared for the challenges of a changing climate.

A Future-Proof Norwich

34. Activity under the Future-Proof Norwich priority is focused on preparing the city - and the organisation - for the changes ahead and ensuring long-term resilience. The submission of the full business case for Local Government Reorganisation (LGR) marks a significant milestone, with statutory consultation due to begin in November and internal planning underway to ensure resources and capacity are in place for the transition. This will ensure Norwich is well positioned to thrive as part of a new governance landscape.

35. Strategic foresight and demographic planning are also being strengthened. The update of Indices of Multiple Deprivation data and redefinition of the RITA framework will provide sharper insights into inequality and target resources where they are most needed. Norwich’s successful £40 million “Pride in Place” funding award will empower residents to shape investment in their communities, improving high streets, parks, and local facilities. Heartsease, Pilling Park, Bowthorpe and West Earlham have been named among the areas set to benefit. All four are part of Norwich’s Reducing Inequality Target Areas, where the council is working closely with residents to improve access to opportunities, strengthen community assets, and create safer, greener public spaces. Financial modelling and service design work are underway to prepare for potential changes to the council’s geography under a Greater Norwich footprint.

36. Work to align climate policy and future planning is progressing, with the Net Zero Pathway informing cross-sector collaboration and shared policy development. Revised governance structures and project management processes are in place, strengthening organisational capability and ensuring programmes are delivered effectively. Engagement with partners through initiatives like the Norfolk Climate Change Partnership and regional collaboration on retrofitting and sustainability is also laying the groundwork for long-term resilience.

37. Strong progress in strategic planning, governance reform, and partnership working means the council is increasingly well placed to adapt to future challenges, seize opportunities, and continue delivering for residents in a changing environment.

Financial and resources

38. 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 2024-2029, budget and medium-term financial strategy.

39. There are no proposals in this report that would reduce or increase resources.

Legal

40. In considering its financial and non-financial performance, the Cabinet is supporting the Council to fulfil its duties under s.151 of the Local Government Act 1972 to ensure there are arrangements in place for the proper administration of its financial affairs, and under s.3 of the Local Government Act 1999 to make arrangements to secure continuous improvement in the way its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

Statutory considerations

Consideration	**Details of any implications and proposed measures to address:**
Equality and Diversity	This report does not have direct implications for equality and diversity; it reports on progress made in delivering agreed services and programmes, the equality implications of which will have been considered as part of service planning or other decision-making processes.
Reducing Inequality Target Areas (RITAs)	This report does not have direct implications for RITAs; it provides an update on progress made in delivering agreed services and programmes, the implications of which will have been considered elsewhere.

Consideration	Details of any implications and proposed measures to address:
Health, Social and Economic Impact	This report does not have direct health, social or economic implications; it provides an update on progress made in delivering agreed services and programmes, the implications of which will have been considered elsewhere.
Crime and Disorder	This report does not have direct implications for crime and disorder; it provides an update on progress made in delivering agreed services and programmes, the implications of which will have been considered elsewhere.
Children and Adults Safeguarding	This report does not have direct safeguarding implications; it provides an update on progress made in delivering agreed services and programmes, the implications of which will have been considered elsewhere.
Environmental Impact	This report does not have direct environmental implications; it provides an update on progress made in delivering agreed services and programmes, the implications of which will have been considered elsewhere.

Risk management

Risk	Consequence	Controls required
Specific risk management activities and detailed consideration of the corporate risk register are reported separately through the quarterly Risk Management Report.	Failure to manage risks appropriately could have financial reputational or other consequences	Risk owners are required to implement controls to mitigate risks and update these regularly.

Other options considered

41. There are no alternative options to consider.

Reasons for the decision/recommendation

42. It is recommended that cabinet review progress on the We are Norwich community-led plan and key performance indicators for this quarter.

43. Contact officer: Helen Chamberlin

Telephone number: 01603 989269

Email address: helenchamberlin@norwich.gov.uk

IN TRAN communication for all	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.