

Delivery Plan 2026 - 2028

Delivering this plan and measuring our success

Our Delivery Plan sets out the pieces of work we aim to deliver in the next two years to enable us to achieve the vision and priorities set out in the Council Plan. We strive for openness and transparency in the way we work and that's why we will report our progress throughout the year to the Cabinet of the Council.

Empowering individuals and communities

REF	Programme/ Project Title	Outcomes Sought	Delivery Timescales	Lead Member (Portfolio Holder)	Lead Officer
E1	Support children and young people to flourish through the provision of targeted activities.	<ul style="list-style-type: none"> Evidence-based provision of school holiday activities delivered. Increase community –led support for young people to provide safe, positive spaces and fulfilling activities. Enable parents and carers to access appropriate childcare during the school holidays and supporting working families 	March 2028	Communities & Housing	AD Community Services AD Individuals & Families
E2	Review our Council tax Reduction scheme.	<ul style="list-style-type: none"> Complete a review of the council tax assistance scheme as part of our requirement to regularly review the scheme to ensure it is fit for purpose. 	October 2026	Communities & Housing	AD Individuals & Families
E3	Support the delivery of the Health and Wellbeing Strategy	<ul style="list-style-type: none"> The Health and Wellbeing Partnership is well managed and effective in supporting the delivery of the strategy Funding is spent on targeted interventions which provide positive outcomes to deliver the strategy priorities and improve health and wellbeing 	March 2028	Communities & Housing	AD Individuals & Families Director People & Communities

Empowering individuals and communities

REF	Programme/ Project Title	Outcomes Sought	Delivery Timescales	Lead Member (Portfolio Holder)	Lead Officer
E4	Deliver new targeted interventions which are preventative focused to support residents to live well for longer	<ul style="list-style-type: none"> Data is used to effectively identify individuals who will benefit from targeted prevention activities building upon use of Low Income Family Tracker (LIFT) data Develop collaborative delivery of prevention activities Residents live more healthy and active lives for longer 	March 2028	Communities & Housing	AD Individuals & Families
E5	Working alongside Town & Parish Councils to strengthen cluster-based collaboration	<ul style="list-style-type: none"> Improved local service delivery through collaborative working Increased community engagement and representation Enhanced wellbeing and quality of life in cluster areas Stronger partnerships with our Town & Parish Councils Strengthening community engagement and preparing our communities for LGR 	April 2026 – March 2028	Communities & Housing / Leader	Director People & Communities

Providing the right homes in the right places

REF	Programme/ Project Title	Outcomes Sought	Delivery Timescales	Lead Member (Portfolio Holder)	Lead Officer
H1	As the accountable body for the Norfolk catchment, continue to fund Nutrient Mitigation and associated grant of planning permission for growth proposals (subject to the Nature Recovery Fund proposals in the Planning Reform Bill).	<ul style="list-style-type: none"> Facilitate the delivery of nutrient mitigation proposals across the Norfolk catchment Seek to maximise the number of new homes released by the nutrient mitigation schemes Seek to secure multiple benefits by taking the opportunities to layer biodiversity gain and carbon sequestration within nutrient mitigation schemes. 	2026-2028	Leader	AD Planning AD Finance
H2	Greater Norwich Local Plan Review	<ul style="list-style-type: none"> Progress a review of the Greater Norwich Local Plan Ensure the new Local Plan is aligned with the details of the new plan making system Conduct a call for sites in early 2026 Undertake relevant studies and work with relevant stakeholders to ensure sufficient and robust infrastructure is in place to support planned growth 	September 2025 - April 2029	Planning	AD Planning

Providing the right homes in the right places

REF	Programme/ Project Title	Outcomes Sought	Delivery Timescales	Lead Member (Portfolio Holder)	Lead Officer
H3	Council led Affordable Housing Delivery	<p>Explore the opportunities to increase delivery of affordable housing via:</p> <ol style="list-style-type: none"> 1. Homes England funding 2. Section 106 funding 	August 2025 - March 2028	Communities & Housing	<p>AD Individuals & Families</p> <p>AD Economic Growth</p>
H4	Deliver the Homelessness and Rough Sleeping Strategy actions	<ul style="list-style-type: none"> • A reduction in homelessness presentations • We have sufficient owned Temporary Accommodation (TA) provision which is high quality and affordable to meet the need • Supported housing meets the needs of potentially homeless and homeless applicants and rough sleepers • New affordable housing supply meets housing needs • The needs of vulnerable households including those experiencing/fleeing Domestic Abuse are met through the range of services provided 	March 2028	Communities & Housing	AD Individuals & Families

Providing the right homes in the right places

REF	Programme/ Project Title	Outcomes Sought	Delivery Timescales	Lead Member (Portfolio Holder)	Lead Officer
H5	Provide advice and support to residents living in the least energy efficient homes to ensure homes are affordable to heat and sustainable	<ul style="list-style-type: none"> Residents in fuel poverty are targeted for support The energy efficiency of the housing stock is improved The health and wellbeing of residents in fuel poverty is improved Maximise access to eco funding 	March 2028	Communities & Housing	AD Individuals & Families
H6	Deliver the Housing Strategy action plan	<ul style="list-style-type: none"> The priorities within the strategy are delivered 	March 2028	Communities & Housing	AD Individuals & Families AD Economic Growth

Cleaner Greener Broadland

REF	Programme/ Project Title	Outcomes Sought	Delivery Timescales	Lead Member (Portfolio Holder)	Lead Officer
C1	<p>Delivery of recycling action plan to improve our recycling performance and reduce residual waste:</p> <ul style="list-style-type: none"> • Deliver a range of initiatives to boost participation and correct recycling behaviour • Explore the use of technology to improve delivery of waste services 	<ul style="list-style-type: none"> • Data-Driven Decision Making • Improve our recycling rates • Reduction in Residual Waste • Increase and maintain participation in the food waste service. • New initiatives to make recycling easier and more convenient. • Reduce contamination rates to decrease costs of dealing with incorrect items. 	March 2028	Environmental Excellence	AD Community Services
C2	<p>Develop appropriate policies and procedures to enable the Council to meet Simpler Recycling duties as required under the Environment Act 2021</p>	<ul style="list-style-type: none"> • Improved recycling rates and resident/business behavioural change • Manage the financial implications for the Council for new responsibilities • Maximise Extended Producer Responsibilities (EPR) funding • Implementation of Deposit Return Scheme (DRS) Oct 2027 • Implementation Plastic Film Collections Oct 2027 • Work with Norfolk Waste Partnership to explore options to harmonise service delivery models in advance of LGR 	March 2028	Environmental Excellence	AD Community Services

Cleaner Greener Broadland

REF	Programme/ Project Title	Outcomes Sought	Delivery Timescales	Lead Member (Portfolio Holder)	Lead Officer
C3	Expand Commercial Waste Services	<ul style="list-style-type: none"> Enhance our commercial waste service to businesses Increased customers and income through commercial waste services 	March 2028	Environmental Excellence	AD Community Services
C4	Proactively work with key partners to promote community safety and tackle anti-social behaviour	<ul style="list-style-type: none"> Adopt and effectively utilise new powers proposed in the Crime and Policing Bill (once enacted) and follow updated statutory guidance Re-sign ASB Pledge and continue to work closely and effectively with partners to continue to deliver outcomes that suitably protect our communities from harm Implement and engage in the 'Places and Spaces' initiative working with Norfolk Community Safety Partnership to target local priorities Review the Anti-Social Behaviour policy to reflect local key issues and priorities. 	2026-2028	Environmental Excellence	AD Regulatory

Cleaner Greener Broadland

REF	Programme/ Project Title	Outcomes Sought	Delivery Timescales	Lead Member (Portfolio Holder)	Lead Officer
C5	Environmental Protection service review and smarter working	Explore and maximise use of the Customer Experience platform (CEP) in service delivery processes to make readily accessible to residents' information, guidance, evidence collection toolkits, template letters and self-help mechanisms to minimise initial administration work of front-line officers.	2026-2028	Environmental Excellence	AD Regulatory
C6	Proactively work to prevent incidents of fly tipping	<ul style="list-style-type: none"> Plan and initiate proactive projects to prevent and reduce the number of fly tipping incidents, identify hot spots, and instigate problem solving plans. Deliver a range of initiatives to increase community engagement and correct fly tipping behaviour. 	2026-2028	Environmental Excellence	AD Regulatory
C7	Air Quality review	Review annual Air Quality Report and compliance with Air Quality Strategy.	2026-2028	Environmental Excellence	AD Regulatory
C8	To identify and inspect potentially contaminated land in the district and, where appropriate, consider what remediation is required having regard to the risk arising from the contamination	<ul style="list-style-type: none"> Phase 2 sites addressed on a prioritised basis Registration of Significant Possibility of Significant Harm (SPOSH) sites on statutory register, ensuring liability is established and remediation is undertaken 	2026-2028	Environmental Excellence	AD Regulatory

Cleaner Greener Broadland

REF	Programme/ Project Title	Outcomes Sought	Delivery Timescales	Lead Member (Portfolio Holder)	Lead Officer
C9	Food Safety Team Commercialisation	Implement service enhancements within the Food Safety Team to expand into commercial, revenue-generating business support and training services	2026-2028	Environmental Excellence	AD Regulatory
C10	Progress towards Net-Zero	<p>Work to meet the Council's net zero emissions target:</p> <ul style="list-style-type: none"> • Achieve net-zero across Scope 1, 2 & 3 emissions • Reduce reliance on fossil fuels through the removal of gas boilers in Council properties and temporary accommodation. • Transition Council-owned fleet to zero-emission vehicles. • Maintain renewable electricity procurement and increase on-site generation where required. • Offsetting residual emissions through Norfolk based credit schemes delivering the co-benefits of Net Zero, nature recovery and biodiversity uplifts. 	Net Zero, for Scope 1, 2 & 3 emissions, before 2030	Environmental Excellence	<p>AD Economic Growth</p> <p>AD Individuals & Families</p> <p>AD Community Services</p>

Cleaner Greener Broadland

REF	Programme/ Project Title	Outcomes Sought	Delivery Timescales	Lead Member (Portfolio Holder)	Lead Officer
C11	Deliver the Climate Change, Environment and Biodiversity Delivery Plan.	<p>Deliver priority actions in the Climate Change, Environment and Biodiversity Delivery Plan (2025–2028):</p> <ul style="list-style-type: none"> • Enhance biodiversity and nature recovery through the Future for Nature Fund. • Implement Norfolk and Suffolk Energy Plan actions in partnership with the Norfolk Climate Change Partnership. • Support community resilience and environmental excellence through local projects and partnerships. 	As per the subject Delivery Plan 2025-2028	Environmental Excellence	<p>AD Economic Growth</p> <p>AD Individuals & Families</p>
C12	Deliver biodiversity duties as required under the Environment Act 2021 and as outlined in the Biodiversity Strategy.	<ul style="list-style-type: none"> • Develop a clear methodology for measuring biodiversity on council-owned land. • Implement biodiversity improvements and management schemes on key Council-owned sites. • Support district-wide nature conservation and biodiversity improvements 	<p>Q1 2026/27</p> <p>Q2 2026/27</p>	Environmental Excellence	AD Economic Growth

Sustainable, Resilient Economy

REF	Programme/ Project Title	Outcomes Sought	Delivery Timescales	Lead Member (Portfolio Holder)	Lead Officer
S1	Expansion of the Broadland Country Park and visitor offer	<ul style="list-style-type: none"> • Completion of Visitor Centre • Implementation of management plan in partnership with Norfolk Wildlife Trust 	<p>Q2 2026/27</p> <p>Ongoing</p>	Economic Development	AD Economic Growth
S2	Deliver a programme of place-based infrastructure improvements	<p>Planned interventions include:</p> <p>Taverham Medical/Community Hub:</p> <ul style="list-style-type: none"> • Development of a deliverable business case for both hub development and ongoing operations • Agreement of commercial terms with key partners • Land acquisition <p>North Rackheath Community Hub:</p> <ul style="list-style-type: none"> • Development of a deliverable business case for both hub development and ongoing operations • Agreement of commercial terms with key partners • Land acquisition 	<p>Business case developed by Q3 2026/27</p> <p>Business case developed by Q3 2026/27</p>	Economic Development	AD Economic Growth

Sustainable, Resilient Economy

REF	Programme/ Project Title	Outcomes Sought	Delivery Timescales	Lead Member (Portfolio Holder)	Lead Officer
S3	Deliver infrastructure to enable growth	Planned interventions include exploring locations for Local Development Orders and other accelerative interventions to facilitate development of allocated employment land.	Feasibility study complete Q2 2026/27	Economic Development	AD Economic Growth AD Planning
S4	'Let's Go' Campaign – Tourism Initiative	<ul style="list-style-type: none"> • A series of walks to promote healthy lifestyles, whilst supporting visitor economy businesses via segmented marketing. • The district is promoted as a tourism destination • Increased cooperation across visitor economy businesses 	Q1 2026/27 Website Launch Business Engagement – Ongoing	Economic Development	AD Economic Growth

A modern, caring Council safeguarding our future

REF	Programme/ Project Title	Outcomes Sought	Delivery Timescales	Lead Member (Portfolio Holder)	Lead Officer
M1	Deliver a first-class customer experience through the implementation of the Customer Experience Strategy and Programme including the expansion of our customer access channels where appropriate to do so.	<ul style="list-style-type: none"> • Implement the Customer Experience Platform (CEP) • Deliver the new customer experience model • Deliver a new approach to measuring and monitoring customer satisfaction through exploring a new customer satisfaction tool • Explore the application of customer service excellence accreditation and implement if appropriate • Deliver a business case to demonstrate the future of Virtual Agents • Implement AI modules within the telephony system to enhance contact centre efficiency • Deliver a new website onto the CEP and decommission the old website 	<p>April 2025 – April 2027</p> <p>April 2025 – April 2027</p> <p>April 2026 – Sept 2026</p> <p>April 2026 – Sept 2026</p> <p>Oct 2025 – Oct 2026</p> <p>April 2026 – April 2027</p> <p>March 2026 – March 2027</p>	Finance	AD Transformation & ICT/Digital

A modern, caring Council safeguarding our future

REF	Programme/ Project Title	Outcomes Sought	Delivery Timescales	Lead Member (Portfolio Holder)	Lead Officer
M2	Deliver efficiencies and increase productivity and reducing manual tasks in service workflows through the application of Robotic Processing Automation (RPA) and AI	<ul style="list-style-type: none"> Review and deliver a modern Robotic Processing Automation (RPA) capability Explore the opportunity to use AI within back-office functions and implement where appropriate such as, AI for minute-taking 	April 2026 – August 2027	Finance	AD Transformation & ICT/Digital

A modern, caring Council safeguarding our future

REF	Programme/ Project Title	Outcomes Sought	Delivery Timescales	Lead Member (Portfolio Holder)	Lead Officer
M3	Deliver the Digital and Data Programme to increase digital adoption, enhance productivity and the Council's use of data and intelligence to drive decision making	<ul style="list-style-type: none"> • Enhance the level of Digital Skills in the One Team to increase the adoption of modern technology • Deliver the field-working project • Implement a structured approach to information management and retention utilising the Microsoft E5 license such as, Purview • Consider the impact of Government Digital Services Local and exploit the opportunities it presents such as, OneGov Login, Data and Digital Hub • Replace legacy reporting tools with Power BI • Establish the Business Intelligence service and its operational processes encouraging self-service where appropriate • Deliver the Corporate Performance Framework • Establish a ward profile for Members 	2025 – December 2027	Finance	AD Transformation & ICT/Digital

A modern, caring Council safeguarding our future

REF	Programme/ Project Title	Outcomes Sought	Delivery Timescales	Lead Member (Portfolio Holder)	Lead Officer
M4	Deliver the Asset Management Strategy and ensure our assets reach high levels of compliance and safety and maximise their income to reduce the cost on the Council	<ul style="list-style-type: none"> Deliver and implement the recommendations from the review that outlines an effective approach and an effective operating model to the management of the Council's assets Implement an Asset Management System 	April 2026 – April 2027	Finance	AD Transformation & ICT/Digital
M5	Upgrade & refresh IT Infrastructure to ensure a scalable, robust and modern IT architecture.	Implementation of procured infrastructure.	2025 – June 2026	Finance	AD Transformation & ICT/Digital
M6	Strengthen our Cyber Security approach by continuing to implement the Cyber Assessment Framework recommendations and the Centre of Internet Security Microsoft 365 recommendations	<ul style="list-style-type: none"> Best-practice cybersecurity approach adopted or justifications provided where compliance is not viable or possible. Enhanced cybersecurity posture providing reassurance against cyber risks. 	March 2027	Finance	AD Transformation & ICT/Digital
M7	Continue to enhance usage of HR systems <ul style="list-style-type: none"> Continue to add to performance management modules Continue to review skills and learning modules 	Further improve efficiencies to streamline processes, better support for managers and employees	April 2026-March 2028	Leader	Chief of Staff

A modern, caring Council safeguarding our future

REF	Programme/ Project Title	Outcomes Sought	Delivery Timescales	Lead Member (Portfolio Holder)	Lead Officer
M8	Local Government Reform – Transition readiness and organisational preparation	<p>Ensure Council is operationally and strategically prepared for transition by reviewing and preparing:</p> <ul style="list-style-type: none"> • Key contracts & systems • Staffing and Terms & Conditions • Assets & Estates • Existing Projects & Programmes • Service Impact Assessment • Alignment with Devolution 	September 2025 and then ongoing	Leader	Director People & Communities

A modern, caring Council safeguarding our future

REF	Programme/ Project Title	Outcomes Sought	Delivery Timescales	Lead Member (Portfolio Holder)	Lead Officer
M9	Local Government Reform - Preparation for & mobilisation of new authorities	<p>Participation in LGR Implementation Team will ensure groundwork is laid for a smooth transition.</p> <ul style="list-style-type: none"> • Programme Design & Readiness • Liaison with Government • Stakeholder Engagement & Communication <p>Post submission approval move to active implementation, ensuring transition is legally compliant, operationally sound & strategically aligned</p> <ul style="list-style-type: none"> • Programme mobilisation • Legal & Governance Transition • Transformation Planning • Workforce & Organisation Design • Finance & Assets • Communication & Engagement • Day One readiness & beyond 	March 2026 - onwards	Leader	Chief of Staff
M10	Continue to implement the Equality Objectives of the Council, fulfilling our Public Sector Equality Duty	<ul style="list-style-type: none"> • A more inclusive and diverse workforce, opportunity to further support recruitment & retention. • Improve frontline customer services with better understanding of diverse needs of customers and how to better support them 	April 2026 – March 2028	Leader	Chief of Staff

A modern, caring Council safeguarding our future

REF	Programme/ Project Title	Outcomes Sought	Delivery Timescales	Lead Member (Portfolio Holder)	Lead Officer
M11	Deliver an Apprenticeship and Early Careers Strategy	<ul style="list-style-type: none"> Support recruitment & succession planning, being an open & inclusive employer. Attracting new talent into the organisation 	April 2026 – March 2028	Leader	Chief of Staff
M12	Digital Skills	<ul style="list-style-type: none"> Assess digital skills capacity across the organisation Create a programme of training to upskill the workforce Create assessment and development plans for new recruits 	April 2026 – March 2028	Leader	Chief of Staff
M13	Use insight, AI and content design to improve communication outcomes	<ul style="list-style-type: none"> More targeted communication campaigns based on resident needs and behaviours. Increased efficiency and consistency in content creation using AI tools and content templates. Upskilled staff confident in applying audience insight, AI tools and design. 	April 2026 – March 2028	Leader	Chief of Staff

A modern, caring Council safeguarding our future

REF	Programme/ Project Title	Outcomes Sought	Delivery Timescales	Lead Member (Portfolio Holder)	Lead Officer
M14	Delivery of all planned and unplanned elections: <ul style="list-style-type: none"> • County • District and Parish By- elections • Shadow Unitary • Mayoral 	Elections are delivered to ensure a consistent high-quality experience for voters and those wanting to stand for election	May 2026 May 2027 May 2027 May 2028	Leader	Returning Officer
M15	Strategic direction for Broadland Living Ltd (BLL) and Broadland Growth Ltd	<ul style="list-style-type: none"> • Take opportunities if they arise to increase the Council's TA stock and BLL's residential stock • Manage the Council's Temporary accommodation to provide decent accommodation while achieving value for money. • Manage Private Sector Properties • Consider opportunities as they arise for development by BGL 	Ongoing in line with SLA	Leader	Director Resources