

Appendix 1



Delivering this plan and measuring our success

Delivery Plan 2024 – 2026

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 Strategic 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 Cabinet, using several Key Performance Indicators set out in this Delivery Plan.

Enhancing our environment

REF	Programme/Project Title	Outcomes Sought	Delivery Timescales	Lead Member (Portfolio Holder)	Lead Officer
E1	Deliver the Clean Growth and Decarbonisation agenda to meet the Council's carbon neutral targets: <ul style="list-style-type: none"> Create and deliver the Clean Growth and Decarbonisation strategy. Develop a business case for <i>Solar for Business</i>. Implement environmentally sustainable provision within our owned and leased housing stock. 	<ul style="list-style-type: none"> Increase the carbon efficiency of our owned and private sector leased properties. Businesses supported to reduce energy costs and a reduction in carbon emissions. 	Clean Growth & Decarbonisation Strategy: December 2024 Business Case: June 2024 Implementation: August 2024-March 2026	Planning & Economic Growth Supporting People	Assistant Director of Economic Growth Assistant Director of Individuals and Families
E2	Develop robust and up-to- date planning protocols, documents, and guidance by: <ul style="list-style-type: none"> Review existing Tree Preservation Orders. Prepare design codes. Review Local Plan Monitoring. Review and align Self and Custom Build Register. 	<ul style="list-style-type: none"> Consistent approach to Self-Build Register that meets regulatory requirements and provides good quality information for plan- making and decision-making purposes. 	March 2025	Planning & Economic Growth External Affairs and Policy (Leader)	Assistant Director for Planning
E3	Plan for New Settlements.	<ul style="list-style-type: none"> Robust evidence base that effectively supports plan making and delivery for new settlements. 	March 2024 – March 2026	External Affairs and Policy (Leader)	Assistant Director for Planning
E4	Delivery of new waste depot.	<ul style="list-style-type: none"> Upgrade and update current facilities. Deliver fully compliant and safe waste collection services. 	April 2026	Environment	Assistant Director Community Services

Enhancing our environment

REF	Programme/Project Title	Outcomes Sought	Delivery Timescales	Lead Member (Portfolio Holder)	Lead Officer
E5	Deliver recycling initiatives to improve our recycling rates: - Pilot bookable WEEE and Textile Collection service. <ul style="list-style-type: none"> • Trial the development and promotion of glass recycling initiatives through Pride in Place • Pilot bin contamination reduction initiative • Work with schools to promote and improve recycling behaviours. 	<ul style="list-style-type: none"> • Improve our recycling rates and reduce our disposal costs. • Make recycling easier and more convenient. • Reduce contamination. 	April 2026	Environment	Assistant Director Community Services
E6	Develop appropriate policies and procedures to enable the Councils to respond to the new duties introduced through Environment Act 2021. <ul style="list-style-type: none"> • Extender Producer Responsibilities (EPR) • Deposit Return Scheme (DRS) • Simpler Recycling – including the introduction of commercial and domestic food waste 	<ul style="list-style-type: none"> • Improved recycling rates and resident/business behavioural change. • Manage the financial implications for the Council. 	April 2026	Environment	Assistant Director Community Services
E7	Proactively work with key partners to promote community safety and tackle anti-social behaviour.	<ul style="list-style-type: none"> • To work closely and effectively in partnership to outcomes that suitably protect our communities from harm. 	Scope complete: September 2024	Environment	Assistant Director Regulatory

Enhancing our environment

REF	Programme/Project Title	Outcomes Sought	Delivery Timescales	Lead Member (Portfolio Holder)	Lead Officer
E8	Develop and implement a local air quality strategy.	<ul style="list-style-type: none"> To measure and improve local air quality, to inform the wider strategies and to inform local communities affected by poor air quality. 	Scope complete: June 2024 Interim Strategy complete: October 2024 Full strategy completed: July 2025	Environment	Assistant Director Regulatory
E9	Optimise council owned land including implementing a biodiversity action plan.	<ul style="list-style-type: none"> Maximise investment in key council owned assets, whilst also providing opportunities for community-led management of smaller scale sites. 	December 2024	Health and Leisure	Assistant Director of Economic Growth

Growing a prosperous economy

REF	Programme/Project Title	Outcomes Sought	Delivery Timescales	Lead Member (Portfolio Holder)	Lead Officer
G1	Deliver a programme of place-based infrastructure improvements including: <ul style="list-style-type: none"> Wymondham Station Approach. Town Centre improvement works in a number of market towns. 	<ul style="list-style-type: none"> Plan and deliver public realm improvement to maximise the efficiencies of the public estate and improves access to services. 	March 2026	Planning & Economic Growth	Assistant Director of Economic Growth
G2	Invest to support Cambridge Norwich Tech Corridor (CNTC)	<ul style="list-style-type: none"> Enhancing the business environment to increase inward investment. 	February 2026	Planning & Economic Growth	Assistant Director of Economic Growth
G3	Deliver infrastructure to enable growth: <ul style="list-style-type: none"> Improve access to the Hethel Technology Park and associated employment land. Secure approval for adoption of Local Development Orders at key employment Sites. 	<ul style="list-style-type: none"> Job creation, increased GVA, contribution to knowledge economy, contributor to net zero target and fast – tracking economic growth opportunities. 	September 2024 - February 2026	Planning & Economic Growth	Assistant Director of Economic Growth
G4	Deliver the Business Builder (Business Support Programme).	<ul style="list-style-type: none"> To further enhance and develop the Business Builder Programme. 	End Q1 FY 2025/2026	Planning & Economic Growth	Assistant Director of Economic Growth

Growing a prosperous economy

REF	Programme/Project Title	Outcomes Sought	Delivery Timescales	Lead Member (Portfolio Holder)	Lead Officer
G5	Deliver the Clean Hydrogen Strategy and Delivery Plan with CNTC partners.	<ul style="list-style-type: none"> Resourcing and delivery of the Clean Hydrogen Route Map to support the establishment of a hydrogen economy in Norfolk. 	March 2026	Planning & Economic Growth	Assistant Director of Economic Growth

Enriching our communities

REF	Programme/Project Title	Outcomes Sought	Delivery Timescales	Lead Member (Portfolio Holder)	Lead Officer
C1	Deliver the Building Futures programme.	<ul style="list-style-type: none"> Support local growth by reducing the barriers to employment, supporting individuals into employment and education with a particular focus on green skills. Increase employability support to improve the resilience of working age households and meet the needs of the local economy. 	April 2024 – March 2025	Planning & Economic Growth	Assistant Director Economic Growth Assistant Director Individuals and Families
C2	Build on the leisure Covid Recovery Plan moving to operational cost neutrality. <ul style="list-style-type: none"> Continued capital investment to ensure facilities remain attractive to the market. 	<ul style="list-style-type: none"> Increase membership, improve membership yield and usage of the leisure facilities to ensure the long-term financial sustainability of the leisure service. 	April 2024 – March 2025	Health and Leisure	Assistant Director Community Services

Enriching our communities

REF	Programme/Project Title	Outcomes Sought	Delivery Timescales	Lead Member (Portfolio Holder)	Lead Officer
C3	Deliver the Diss South Mere masterplan including: <ul style="list-style-type: none"> A refurbished and more sustainable pool. Improved dry side leisure offer. Improved public realm and public services offer, connecting the mere area to the high street. An improved transport hub. GP Surgery. 	<ul style="list-style-type: none"> Diss will be considered a vibrant, well serviced, and well-connected Town with increased footfall. Physical activity levels, health, and wellbeing in Diss and the surrounding areas will improve between 2023-2033. 	<p>Phase 1 Pool refurb Oct 2023 – Jan 2025</p> <p>Development of dry side offer – Dec 2024 – 2026</p> <p>Phase 2 – wider John Grose site and public realm development 2025-2028</p> <p>Phase 3 - Transport Hub development – 2024-2025</p>	Health and Leisure	<p>Assistant Director Community Services</p> <p>Assistant Director Economic Growth</p>
C4	Explore the feasibility of expanding our leisure provision: <ul style="list-style-type: none"> Develop a business case to review the offer and options to expand the community leisure offer at Framingham Earl Sports Centre. Develop a business case to review the offer and options to expand the community leisure facility at Ketts Park. 	<ul style="list-style-type: none"> Increased participation levels and improved health. Improved and enhanced facilities that contribute to the long-term financial sustainability of the leisure service. 	Jan 2024 - Sept 2025	Health and Leisure	Assistant Director Community Services

Enriching our communities

REF	Programme/Project Title	Outcomes Sought	Delivery Timescales	Lead Member (Portfolio Holder)	Lead Officer
C5	Develop school holiday provision, and activities to enable children and young people to flourish. Ensure programmes support working parents and meets the needs of the most vulnerable in society.	<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 diversionary activities. • Enable parents and carers to access appropriate childcare during the school holidays. • A co-produced project with young people, offering suggestions on environments and activities where they can thrive. 	April 2025	Health and Leisure	Assistant Director Community Services Assistant Director Individuals and Families

Enriching our communities

REF	Programme/Project Title	Outcomes Sought	Delivery Timescales	Lead Member (Portfolio Holder)	Lead Officer
C6	Ensure our homes are fit for purpose and meet the needs of all our residents.	<ul style="list-style-type: none"> • Reduce number of residents at risk of eviction/homelessness. • Decrease in revenue spend for temporary accommodation budgets • Review our rough sleeper strategy. • Optimise utilisation of accommodation through further opportunities to work in partnership with other agencies. • Implementation of our tenancy management programme. • Reduce pressure on our Disabled Facilities Grant (DFG). • Ensure the recommendations from the Private Rented Bill are implemented if put into statute legislation. • Provide a strategic approach to address our housing need. 	Sept 2024 - 2026	Supporting People	Assistant Director Individuals and Families
C7	Expand our help hub offer as part of our health and wellbeing strategy, through working with the Health and Wellbeing Partnership.	<ul style="list-style-type: none"> • Work in partnership to ensure earlier interventions for people, such as poor mental or physical health. • Deliver an intervention model that reduces pressure on core Council services. 	March 2025	Health and Leisure	Assistant Director Individuals and Families
C8	Work with businesses to utilise Corporate Social Responsibility to support residents and communities most in need.	<ul style="list-style-type: none"> • Increase income into the Council to fund non- statutory prevention programmes. 	March 2025	External Affairs and Policy (Leader) Health and Leisure	Chief of Staff

Enriching our communities

REF	Programme/Project Title	Outcomes Sought	Delivery Timescales	Lead Member (Portfolio Holder)	Lead Officer
C9	Review our Council tax assistance scheme.	<ul style="list-style-type: none"> Complete joint member 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 2024 – April 2025	Supporting People Resources & Innovation	Assistant Director Individuals and Families
C10	Review the priority allocation, for section 106 and local letting properties.	<ul style="list-style-type: none"> Through a member working group, seek to address the potential inequality of properties delivered through section 106. 	December 2024 - March 2025	Supporting People Planning & Economic Growth	Assistant Director Individuals and Families Assistant Director of Economic Growth
C11	Deliver the final year of our Pride in Place programme. Develop resilience and capacity in the community through co-production.	<ul style="list-style-type: none"> Improved community engagement through volunteering opportunities and events. New or improved community facilities. Investment in communities to increase community cohesion and engagement and improve local facilities. 	March 2025	Planning & Economic Growth Health and Leisure	Director of People and Communities
C12	Work to deliver a new GP surgery in Hethersett.	<ul style="list-style-type: none"> Lead on the delivery of a new GP surgery in Hethersett in partnership with the Integrated Care Board (ICB) and local GP Practices. 	March 2026 and ongoing	Planning & Economic Growth	Assistant Director of Economic Growth

Enriching our communities

REF	Programme/Project Title	Outcomes Sought	Delivery Timescales	Lead Member (Portfolio Holder)	Lead Officer
C13	Improving play opportunities through the refurbishment and upgrading of play areas across South Norfolk.	<ul style="list-style-type: none"> • Provide high-quality, inclusive play areas that meet the needs of local communities. Creating inclusive and engaging spaces. • Replace end-of-life equipment to ensure safety, improve play value, and extend the lifespan of public play facilities. 	March 2026 and ongoing	Health and Leisure	Assistant Director of Economic Growth

Moving with the times

REF	Programme/Project Title	Outcomes Sought	Delivery Timescales	Lead Member (Portfolio Holder)	Lead Officer
M1	Implement the recommendations from the agreed planning process review.	<ul style="list-style-type: none"> Sustainable and efficient planning service. 	April 2024 – Q4 FY 24/25 Delivery dates to be reviewed once recommendations received	Planning & Economic Growth	Assistant Director for Planning
M2	Re-optimize the Waste Collection Round	<ul style="list-style-type: none"> Increase efficiency and absorb domestic housing growth. 	February 2024 – July 2024	Environment	Assistant Director Community Services
M3	Implement the new accounting standard (IFRS 16) for leases.	<ul style="list-style-type: none"> Compliance with new accounting rules. 	For inclusion in 24/25 Accounts, that have to be published in May 2025.	Resources & Innovation	Assistant Director Finance
M4	Develop and implement automatic noise and dust monitoring of environmental pollution sources.	<ul style="list-style-type: none"> To measure and improve local environmental quality and to inform local communities affected by noise and dust pollution emissions. 	July 2024	Environment	Assistant Director Regulatory
M5	Complete a transformation service review of Food and Safety regulatory services.	<ul style="list-style-type: none"> Ensure the structure, roles and resourcing of the Food & Safety team match the service commitments to protect our communities. 	March 2025-2026	Environment	Assistant Director Regulatory

Moving with the times

REF	Programme/Project Title	Outcomes Sought	Delivery Timescales	Lead Member (Portfolio Holder)	Lead Officer
M6	Deliver a first-class customer experience through the implementation of a Customer Experience Programme and the expansion of our customer access channels including: <ul style="list-style-type: none"> Implementation of a customer experience platform. Implement a channel shift campaign. Redesign the target operating model. Deliver the customer portal. Complete the migration of forms (including Victoria Forms) RPA solution delivery Implement a Customer Experience Strategy 	<ul style="list-style-type: none"> Improved Customer Satisfaction and experience. More efficient ways of working. Personalised service through the use of data and insight. 	Procurement: Q4 24/25 Full implementation: Q4 24/25- Q4 27/28	Resources and Innovation	AD Transformation & ICT/Digital
M7	Review the website and develop our 'My Account' functionality to improve access to information and support self-service that generate operational efficiencies to support a balanced budget.	<ul style="list-style-type: none"> Improved Customer Satisfaction. Improved access to our services and convenient channels of access. 	Discovery: Q1 2024 Implementation: Q2 2024	Resources and Innovation	AD Transformation & ICT/Digital
M8	Review and develop where appropriate a suite of on-line licensing application & renewal forms ('Victoria Forms') and streamline strong and efficient licensing processes.	<ul style="list-style-type: none"> To protect public safety and prevent nuisance. To support licensed businesses and promote a level business playing field. 	Phase 1 completed by December 2024. Phase 2 completed by June 2025.	Environment	Assistant Director Regulatory

Moving with the times

REF	Programme/Project Title	Outcomes Sought	Delivery Timescales	Lead Member (Portfolio Holder)	Lead Officer
M9	Develop a data and insight capability to enhance strategic and operational reporting through delivery of the Business Intelligence Programme.	<ul style="list-style-type: none"> Evidence-based decision making for the benefit of our services. Structured approach to data management and security. 	Implementation: Q1 24/25 Complete: Q2 26/27	Resources and Innovation	AD Transformation & ICT/Digital
M10	Deliver Phase 2 of the website project: Discovery phase and user testing Information architecture review Content, UI, accessibility, and design review	<ul style="list-style-type: none"> Improved Customer Satisfaction. Improved access to our services and convenient channels of access. 	Discovery complete by Q4 24/25 Implementation begins by Q1 25/26	Resources and Innovation	AD Transformation & ICT/Digital
M11	Implement a structured Data Governance Framework to advance our approach to information management and retention.	<ul style="list-style-type: none"> Information is secure in its Capture, Storage, Retrieval, Use, Sharing, Maintenance, Archiving, destruction and amending to ensuring all information remains safe and secure. 	Commence Q2 2024 Complete: Q3 25/26	Resources and Innovation	AD Transformation & ICT/Digital
M12	Implement CNC Record Digitisation of archived paper records.	<ul style="list-style-type: none"> Comprehensive review of all historic paper files currently stored at several locations, then create and agree a plan to digitise all necessary records and securely dispose of remaining records. 	April 2022 – April 2025	Planning & Economic Growth	Assistant Director Planning
M13	Deliver the Digital Office programme: <ul style="list-style-type: none"> Reprocure our hybrid mail solution across services. Deliver a scanning/storage project. Implementation of an Electronic Document Management System. 	<ul style="list-style-type: none"> Effective storage of documents. Reduction in paper and post. Reduced operating costs. A modern and efficient workforce. 	Implementation: Q1 24/25 - Q4 24/25 Business case: Q1 25/26	Resources and Innovation	AD Transformation & ICT/Digital

Moving with the times

REF	Programme/Project Title	Outcomes Sought	Delivery Timescales	Lead Member (Portfolio Holder)	Lead Officer
M14	Deliver a corporate field working solution.	<ul style="list-style-type: none"> A modern and efficient workforce. Reduced operating costs. More efficient ways of working. 	Discovery: Q2 25/26 Business case: Q2 25/26 Procurement: Q2 25/26 Implementation: Q4 25/26	Resources and Innovation	AD Transformation & ICT/Digital
M15	Implement cyber security controls in relation to the results of the Cyber Assessment Framework.	<ul style="list-style-type: none"> Improved cyber resiliency. 	Procurement: Q1 24/25 Implementation: Q2 25/26	Resources and Innovation	AD Transformation & ICT/Digital
M16	Specify, procure, and implement line of business systems such as: <ul style="list-style-type: none"> Committee system. Leisure system. Electoral services. Intranet. Housing system. IT service desk. Desk Booking system. 	<ul style="list-style-type: none"> Procurement and legal contract compliance. More efficient ways of working. Improved customer experience and satisfaction. 	Business Cases: Ongoing in accordance with the capital system replacement programme Implementation: Ongoing in accordance with the capital system	Resources and Innovation	AD Transformation & ICT/Digital
M17	Develop organisational policies, responsibilities, and the tools to apply them to proactively share Open Data	<ul style="list-style-type: none"> Enhance transparency in council decision-making. Data managed in a way that achieves effective and compliant external reporting. Data provided to aid in understanding externally published benchmarking information. 	Scoping Q3 25/26 Development of policies and processes Q3 25/26 Implementation Q3 26/27	Resources and Innovation	AD Transformation & ICT/Digital
M18	Replace edge switches across multiple satellite offices.	<ul style="list-style-type: none"> Standardised Edge switch replacement across the estate. 	Implementation: Q1 24/25	Resources and Innovation	AD Transformation & ICT/Digital

Moving with the times

REF	Programme/Project Title	Outcomes Sought	Delivery Timescales	Lead Member (Portfolio Holder)	Lead Officer
M19	Deliver IT Projects including: <ul style="list-style-type: none"> Design, implement and agree an approach for the One Network. A comprehensive review of our backup schedules, process, and procedures. 	<ul style="list-style-type: none"> Modern, resilient, and effective IT infrastructure to support business operations. Maximising existing capabilities to ensure our backup provision remains modern and effective, improving the Councils' recovery in event of Cyber-attack. 	Discovery: Q1 24/25, Business case: Q2 2024/25, Procurement Q3/Q4 24/25, Implementation Q1 2025	Resources and Innovation	AD Transformation & ICT/Digital
M20	Introduce Virtual Agents as a contact channel	<ul style="list-style-type: none"> Improved Customer Satisfaction. Improved access to our services and convenient channels of access. 	Discovery starts Q4 24/25 Business case: Q3 25/26 Implementation: Q4 25/26	Resources and Innovation	AD Transformation & ICT/Digital
M21	Adopt services and applications within the Microsoft stack that aligns with the re- procurement of our Microsoft Enterprise Agreements.	<ul style="list-style-type: none"> Maximising technological investment to ensure they support existing and future business requirements. A licensing model that is fit for delivering existing and future digital business requirements. 	Discovery (Q1 2024) Business case (Q2 2024) Implementation (Q4 2024)	Resources and Innovation	AD Transformation & ICT/Digital
M22	Complete Phase 2 of HR & Payroll project: <ul style="list-style-type: none"> Review skills & learning modules. Performance management. 	<ul style="list-style-type: none"> Further improve efficiencies to streamline processes, better support for managers and employees. 	April 2024 – March 2025	Resources & Innovation	Chief of Staff
M23	Increase our Equality, Diversity & Inclusion.	<ul style="list-style-type: none"> A more inclusive and diverse workforce, opportunity to further support recruitment & retention. 	April 2024 – March 2026	Resources & Innovation	Chief of Staff

Moving with the times

REF	Programme/Project Title	Outcomes Sought	Delivery Timescales	Lead Member (Portfolio Holder)	Lead Officer
M24	Deliver an Apprenticeship Strategy.	<ul style="list-style-type: none"> Support recruitment & succession planning, being an open & inclusive employer. Attracting new talent into the organisation. 	April 2024 – March 2026	Resources & Innovation	Chief of Staff
M25	Embed our internal first approach in our Communications & Marketing Strategy	<ul style="list-style-type: none"> Formalising an innovative & effective strategy that enhances the council reputation, ensuring the internal first approach. 	July 2024 – December 2024	External Affairs and Policy (Leader)	Chief of Staff
M26	Review the Constitution.	<ul style="list-style-type: none"> Produce a modern and, where appropriate, concise, Constitution that is fit for purpose and understandable by councillors, officers, partners, and the public. 	2024 - 2028	External Affairs and Policy (Leader)	Monitoring Officer
M27	Review Community Governance.	<ul style="list-style-type: none"> To review the electoral and boundary arrangements of parish councils to ensure they are working efficiently and effectively. 	2024-26	External Affairs and Policy (Leader)	Electoral Registration Officer
M28	Deliver all planned and unplanned elections: <ol style="list-style-type: none"> PCC Parliamentary County District and Parish By- elections. 	<ul style="list-style-type: none"> Elections are delivered to ensure a consistent high- quality experience for voters and those wanting to stand for election. 	<ol style="list-style-type: none"> May 2024 January 2025 (latest) May 2025 May 2027 As advised 	External Affairs and Policy (Leader)	Returning Officer
M29	Organise Parliamentary election	<ul style="list-style-type: none"> Elections are delivered to ensure a to ensure a consistent high- quality 	2024	External Affairs and Policy (Leader)	Returning Officer
M30	Complete a Digital Skills Maturity Assessment	<ul style="list-style-type: none"> A modern and efficient workforce. Reduced operating costs. More efficient ways of working. 	Discovery starts: Q4 24/25 Complete: Q2 25/26	Resources and Innovation	AD Transformation & ICT/Digital

Moving with the times

REF	Programme/Project Title	Outcomes Sought	Delivery Timescales	Lead Member (Portfolio Holder)	Lead Officer
M31	Deliver the Asset Management Strategy: <ul style="list-style-type: none"> - Secure rental income for the Octagon - Clearly identify capital and revenue spend on the wider property estate and recommend the appropriate delivery model and estimated benefits 	<ul style="list-style-type: none"> • Reduced operating costs. • More efficient ways of working. 	In scoping	Resources and Innovation	AD Transformation & ICT/Digital
M32	Deliver a Commercialisation Strategy	<ul style="list-style-type: none"> • Seize commercial opportunities as they arise. • A modern and efficient workforc 	Complete: Q2 25/26	Resources and Innovation	AD Transformation & ICT/Digital

