

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.

Enhancing our environment

REF	Programme/ Project Title	Outcomes Sought	Delivery Timescales	Lead Member (Portfolio Holder)	Lead Officer
E1	Greater Norwich Local Plan Review	<p>Progress a review of the Greater Norwich Local Plan:</p> <ul style="list-style-type: none"> • 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 • New Settlement Planning 	September 2025-April 2029	Planning and Economic Growth	AD Planning
E2	<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 • Introduction of a WEEE collection service 2026 • 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	Environment	AD Community Services

Enhancing our environment

REF	Programme/ Project Title	Outcomes Sought	Delivery Timescales	Lead Member (Portfolio Holder)	Lead Officer
E3	Develop appropriate policies and procedures to enable the Council to meet Simpler Recycling duties as required under the Environment Act 2021	<ul style="list-style-type: none"> • Introduction of weekly food waste service by Sept 2026 • 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	Environment	AD Community Services
E4	Improvements to Ketteringham Waste Depot	<ul style="list-style-type: none"> • Develop clear strategy for the long-term redevelopment or replacement of the Depot • Land acquisition to enable flexible redevelopment 	March 2028 and beyond	Environment	Director of Place AD Community Services AD Economic Growth

Enhancing our environment

REF	Programme/ Project Title	Outcomes Sought	Delivery Timescales	Lead Member (Portfolio Holder)	Lead Officer
E5	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	Environment	AD Regulatory
E6	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	Environment	AD Regulatory

Enhancing our environment

REF	Programme/ Project Title	Outcomes Sought	Delivery Timescales	Lead Member (Portfolio Holder)	Lead Officer
E7	Review Council-owned sites to evaluate their suitability in relation to contaminated land risks.	<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	Environment	AD Regulatory
E8	Air Quality review	Review annual Air Quality Report and compliance with Air Quality Strategy	2026-2028	Environment	AD Regulatory
E9	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	Environment	AD Regulatory
E10	Report annual carbon emissions on our website	Report following 2018/2019 baseline methodology to demonstrate progress toward Net Zero 2030	Ongoing	Environment	AD Economic Growth
E11	Understand and manage residual carbon emissions	Identify offsetting opportunities in South Norfolk	Ongoing	Environment	AD Economic Growth
E12	Options appraisal for emissions from council housing stock	Energy efficiency upgrade programme	Q4 2027	Environment	AD Economic Growth AD Individuals & Families
E13	Reduce grid electricity reliance at leisure centres	Solar PV + battery storage installed	Q4 2026	Environment	AD Economic Growth

Enhancing our environment

REF	Programme/ Project Title	Outcomes Sought	Delivery Timescales	Lead Member (Portfolio Holder)	Lead Officer
E14	Restore and enhance biodiversity in South Norfolk	Implementation of the Council-wide Biodiversity Plan	Ongoing	Environment	AD Economic Growth
E15	Understand the biodiversity baseline to set improvement targets	District-wide biodiversity baseline assessment	Ongoing	Environment	AD Economic Growth
E16	Increase provision of green infrastructure and access to green spaces	New paths, improved access, explore new country park	Ongoing	Environment	AD Economic Growth
E17	Encourage communities to improve biodiversity via Nature Conservation Fund	Grant scheme for local biodiversity & greenspace projects	Ongoing	Environment	AD Economic Growth
E18	Promote biodiversity on council-owned land	Biodiversity improvement regimes for sites	Ongoing	Environment	AD Economic Growth
E19	Deliver biodiversity duties as required under the Environment Act 2021	<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>	Environment	AD 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	<p>Planned interventions include:</p> <p>Wymondham Public Realm improvements:</p> <ul style="list-style-type: none"> • Planning Permission and Highways consent • Delivery of capital improvements <p>Loddon:</p> <ul style="list-style-type: none"> • Completion of bridge improvements at Loddon Staithe • Redevelopment of Pyes Mill 	<p>Q2 2026/27</p> <p>Q4 2027/28</p> <p>Q3 2026/27</p> <p>Q1 2027/28</p>	Planning & Economic Growth	AD Economic Growth
G2	Deliver infrastructure to enable growth	<p>Planned interventions include:</p> <ul style="list-style-type: none"> • Hethel infrastructure improvements • Local Development Order at key employment sites • Wymondham Station Approach – vision reset and delivery preparation 	<p>Q1 2027/28</p> <p>Q1 2026/27</p> <p>Q1 2027/28</p>	Planning & Economic Growth	AD Economic Growth
G3	Deliver the new Hethersett Medical Centre	<ul style="list-style-type: none"> • Agreement of commercial terms with key partners • Planning permission secured • Commencement on site • Completion of surgery 	<p>Q2 2026/27</p> <p>Q1 2027/28</p> <p>Q3 2028/29</p>	Planning & Economic Growth	AD Economic Growth

Growing a prosperous economy

REF	Programme/ Project Title	Outcomes Sought	Delivery Timescales	Lead Member (Portfolio Holder)	Lead Officer
G4	'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 	Q2 2026/27 Website Launch Business Engagement – Ongoing	Planning and Economic Growth	AD Economic Growth
G5	Reduce barriers to employment and education	<ul style="list-style-type: none"> • Providing employability support through the Business Builder Program. • Continuation of the Building Futures apprenticeship grant scheme. 	Q4 2027/28	Planning and Economic Growth	AD Economic Growth AD Individuals & Families

Growing a prosperous economy

REF	Programme/ Project Title	Outcomes Sought	Delivery Timescales	Lead Member (Portfolio Holder)	Lead Officer
G6	Expand and deliver the Business Support Programme (Business Builder).	<ul style="list-style-type: none"> Supporting businesses to develop, diversify and grow through the provision of an evolved grants programme and comprehensive support package. Geographic and sector targeted support programmes enabling growth and investment along the Cambridge Norwich Tech Corridor. Regular networking and business engagement opportunities to include an annual Business Awards and quarterly events. Driving footfall in market towns, highstreets and neighbourhood shopping areas through targeted campaigns and grants. 	Q1 2026/27 - Launch new program of Business Support	Planning and Economic Growth	AD Economic Growth

Enriching our communities

REF	Programme/ Project Title	Outcomes Sought	Delivery Timescales	Lead Member (Portfolio Holder)	Lead Officer
C1	Development of new Diss Community and Leisure Centre, public realm and refurbished bus station	<ul style="list-style-type: none"> Diss will be considered a vibrant, well serviced, and well-connected Town with increased footfall and improved public transport infrastructure. Improved and enhanced facilities that contribute to the long-term financial sustainability of the leisure service. Physical activity levels, health, and wellbeing in Diss and the surrounding areas. 	May 2027	Health & Leisure	AD Community Services AD Economic Growth
C2	Redevelopment of Framingham Earl Leisure Centre	<ul style="list-style-type: none"> Improved and enhanced facilities that contribute to the long-term financial sustainability of the leisure service. Improved physical activity levels, health, and wellbeing in Framingham Earl and the surrounding areas. 	May 2027	Health & Leisure	AD Community Services
C3	Redevelopment of Kett's Park Leisure Centre	<ul style="list-style-type: none"> Improved and enhanced facilities, including additional 3G pitch, soft play and informal recreation that contribute to the long-term financial sustainability of the leisure service. Improved physical activity levels, health, and wellbeing in Wymondham and the surrounding areas 	May 2027	Health and Leisure	AD Community Services

Enriching our communities

REF	Programme/ Project Title	Outcomes Sought	Delivery Timescales	Lead Member (Portfolio Holder)	Lead Officer
C4	Diversify and expand the Council's leisure offer to move the service to operational cost neutrality	<ul style="list-style-type: none"> Expand facilities Increase membership, improve membership yield and usage of the leisure facilities to ensure the long-term financial sustainability of the leisure service. Achieve operational cost neutrality by April 2028 	April 2026- March 2028	Health & Leisure	AD Community Services
C5	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 Activities in leisure centres promote physical activity and are inclusive including Kids Camp 	March 2028	Health and Leisure	AD Community Services AD Individuals & Families

Enriching our communities

REF	Programme/ Project Title	Outcomes Sought	Delivery Timescales	Lead Member (Portfolio Holder)	Lead Officer
C6	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	AD Individuals & Families
C7	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 to March 2028	Communities	AD Individuals & Families AD Economic Growth

Enriching our communities

REF	Programme/ Project Title	Outcomes Sought	Delivery Timescales	Lead Member (Portfolio Holder)	Lead Officer
C8	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	Health and Leisure	AD Individuals & Families AD Communities
C9	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 LIFT data Develop collaborative delivery of prevention activities Residents live more healthy and active lives for longer 	March 2028	Health and Leisure	AD Individuals & Families
C10	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	AD Individuals & Families

Enriching our communities

REF	Programme/ Project Title	Outcomes Sought	Delivery Timescales	Lead Member (Portfolio Holder)	Lead Officer
C11	Deliver the Housing Strategy action plan	The priorities within the strategy are delivered	March 2028	Communities	AD Individuals & Families AD Economic Growth
C12	Deliver a program of Play Area Improvement.	<ul style="list-style-type: none"> • Provide new and enhanced open spaces accessible to all • Improving play opportunities through the refurbishment and upgrading of Council-owned play areas 	Priority areas completed by Q4 2026/27	Health & Leisure	AD Economic Growth
C13	Work with community groups, organisations and parish and town councils to identify suitable funding options to deliver projects which meet local needs	Organisations are able to access funding opportunities	March 2028	Communities	AD Individuals & Families
C14	Work with communities to support them to identify their needs, support community resilience and provide signposting or as appropriate support to address these requirements.	Communities are stronger, more resilient and meeting local needs.	March 2028	Communities	AD Individuals & Families

Moving with the times

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	<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>	Resources & Innovation	AD Transformation & ICT/Digital
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	Resources & Innovation	AD Transformation & ICT/Digital

Moving with the times

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	Resources & Innovation	AD Transformation & ICT/Digital
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 April 2026 – April 2027	Resources & Innovation	AD Transformation & ICT/Digital

Moving with the times

REF	Programme/ Project Title	Outcomes Sought	Delivery Timescales	Lead Member (Portfolio Holder)	Lead Officer
M5	Upgrade & refresh IT Infrastructure to ensure a scalable, robust and modern IT architecture.	Implementation of procured infrastructure	2025 – June 2026	Resources & Innovation	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	Resources & Innovation	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	Resources & Innovation	Chief of Staff
M8	Local Government Reform – Transition readiness and organisational preparation	Ensure Council is operationally and strategically prepared for transition by reviewing and preparing: <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

Moving with the times

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	Resources & Innovation	Chief of Staff

Moving with the times

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	Resources & Innovation	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	Resources & Innovation	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
M14	Delivery of all planned and unplanned elections: <ol 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	<ol style="list-style-type: none"> May 2026 May 2027 May 2027 May 2028 	Leader	Returning Officer

Moving with the times

REF	Programme/ Project Title	Outcomes Sought	Delivery Timescales	Lead Member (Portfolio Holder)	Lead Officer
M15	Develop and implement a hybrid model for the internal audit service, fit for the current partnership arrangement with the Councils and the future	<ul style="list-style-type: none"> A retendered contract in year 5, 2026/27 based on the hybrid model A professional and competent Internal Audit Service for the Councils in the partnership arrangement, fit for the future unitary model. 	<p>Complete by March 2027</p> <p>April 2026 – March 2028</p>	Resources & Innovation	Director Resources
M16	Review our Council tax Reduction scheme.	<ul style="list-style-type: none"> Complete a review of the council tax assistance scheme for as part of our requirement to regularly review the scheme to ensure it is fit for purpose. 	October 2026	Communities Resources & Innovation	AD Individuals & Families

Moving with the times

REF	Programme/ Project Title	Outcomes Sought	Delivery Timescales	Lead Member (Portfolio Holder)	Lead Officer
M17	Strategic direction for Big Sky	<p>Big Sky Developments:</p> <ul style="list-style-type: none"> • Complete St Giles Park • Explore new opportunities bringing forward viable business cases for investment <p>Big Sky Property Management Ltd</p> <ul style="list-style-type: none"> • Manage Residential Property Portfolio to provide a ROI <p>Vertical Property Services Ltd</p> <ul style="list-style-type: none"> • Manage the Council's commercial portfolio to achieve a ROI • Manage the Council's Temporary accommodation to provide decent accommodation while achieving value for money. • Provide property advice and support on specific Council projects 	<p>2027/28</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing in line with SLA</p> <p>Ongoing in line with SLA</p> <p>As per SLA</p>	Leader	Director Resources