

Reporting progress implementing Corporate Plan 2023-27 Delivery against Action Plan 2024/25 and 2025/26 – to end of Quarter 1 – 30 June 2025	
Executive Summary	The Corporate Plan 2023-27 Action Plan 2024/25 has largely been delivered as planned and work has started on a significant number of actions in the 2025/26 Action Plan.
Options considered	This is a report on the progress being made to deliver against the Council's Corporate Plan.
Consultation(s)	The named officer for each action in the annual action plans has been asked for their assessment of progress, to identify any issues impacting on anticipated delivery and to propose actions they will take to address any slippage or uncertainty around delivery in the coming months.
Recommendations	Cabinet is invited to comment on this report.
Reasons for recommendations	13 actions in the 2024/25 Action Plan have been completed. The remaining 31 actions have been carried forward, updated or amended to reflect changed circumstances and been included in the 2025/26 Annual Action Plan which was agreed in March 2025 and the implementation of which has started.
Background papers	Corporate Plan 2023-27 Annual Action Plan 2024-25 Annual Action Plan 2025/26

Wards affected	All
Cabinet member(s)	Cllr Tim Adams
Contact Officer	Steve Hems, Director for Communities and Chair of the Performance and Productivity Oversight Board Email:- steve.hems@north-norfolk.gov.uk

Links to key documents:	
Corporate Plan:	This report is primarily concerned with ensuring the Corporate Plan 2023-27 is being implemented as planned.
Medium Term Financial Strategy (MTFS)	Ensuring the Action Plan 2024/25 is implemented as planned and delivery of Action Plan 2025/26 has started will help to ensure the MTFS is also achieved.
Council Policies & Strategies	Corporate Plan 2023-27

Corporate Governance:	
Is this a key decision	No

Has the public interest test been applied	Not applicable. Item is not exempt.
Details of any previous decision(s) on this matter	Corporate Plan 2023-27 as approved by Full Council on 17 th July 2023 and Annual Action Plan 2024/25 approved by Cabinet on 6 th November 2023. Corporate Plan 2023-27 Action Plan 2025/26 approved by Cabinet 3 rd March 2025.

1. Purpose of the report

- 1.1 The purpose of this report is to present an update on the progress being made in implementing the Corporate Plan 2023-27 Action Plan 2024/25 and Qtr 1 of the Action Plan 2025/26 and to give Cabinet an opportunity to discuss and agree decisions that should be taken regarding any issues raised.

2. Introduction & Background

- 2.1 Full Council approved the Corporate Plan 2023-27 and the first Annual Action Plan for 2023/24 at its meeting of 17 July 2023. The Annual Action Plan 2024/25 was approved by Cabinet at their meeting on 6 November 2023.
- 2.2 In light of the proposals made by Government for local government reorganisation in the English Devolution White Paper published on 16th December 2024, which will impact significantly on the Council's corporate capacity during the current and following two years, the Cabinet agreed the need to re-prioritise and focus resource on a smaller number of actions in the 2025/26 Annual Action Plan – as agreed at the Cabinet meeting of 3rd March 2025.
- 2.3 This report details the progress made to the end of June 2025 in implementing both the 2024/25 Annual Action Plan and Qtr1 of the 2025/26 Annual Action Plan, and identifies any issues with the delivery of individual actions and puts forward proposals for how these would be addressed.

3. Overview of progress

The tables below show overall progress in implementing the Corporate Plan Annual Action Plans 2024/25 and Qtr 1 & 2 2025/26.

KEY

Red = Actions will not deliver planned outcomes without significant interventions

Amber = Actions off track but with changes being made will achieve planned outcomes

Green = Actions on track and will deliver planned outcomes

NA = Not applicable as not due to start yet

Missing data = Update not provided by the Lead Officer

3.1 **Progress in delivering the 2024/25 Annual Action Plan over the year April 2024 – March 2025.**

RAG status	No. of actions
Red	0
Amber	7
Green	33
NA	3
Missing data	0
Total	43

Stage	No. of actions
Not Started	0
In Progress	29
Completed	13
Cancelled	2
Missing data	0
Total	43

Crosstabulation

RAG status/ Stage	Not Started	In Progress	Completed	Cancelled
Red	0	0	0	0
Amber	0	5	1	1
Green	0	24	10	0
NA	0	0	2	1

3.2 The progress report shows that the majority of actions are in progress and on track. Actions in the 2024/25 Annual Action Plan have now either been completed or have been carried forward and incorporated into the Action Plan 2025/26 or, where issues of capacity are believed to exist given the need to allocate senior management and member resource to the process of local government reorganization, cancelled. Details of this process for each action are given in the appendices.

3.3 **Progress in delivering the 2025/26 Annual Action Plan 1st April – 20th August 2025.**

RAG status	No. of actions
-------------------	-----------------------

Red	0
Amber	8
Green	22
NA	0
Missing data	0
Total	30

Stage	No. of actions
Not Started	0
In Progress	30
Completed	0
Cancelled	0
Missing data	0
Total	30

Crosstabulation

RAG status/ Stage	Not Started	In Progress	Completed	Cancelled
Red	0	0	0	0
Amber	0	8	0	0
Green	0	22	0	0
NA	0	0	0	0

3.4 Details of all Actions

To review the updates for all the actions please see:-

- Appendix A Action Plan 2024/ 2025 Progress Update – Qtr 4 January – March 2025
- Appendix B Action Plan 2025/ 2026 Progress Update – Qtr 1 April – August 2025

4. Corporate Priorities

- 4.1 This report is concerned with ensuring the Corporate Plan 2023-27 Annual Action Plans 2024/25 and 2025/26 are implemented as planned. This is a key activity to ensure the goals and objectives in the Corporate Plan are achieved.

5. Financial and Resource Implications

- 5.1 There are no financial or resource implications arising directly from this report.

Comments from the S151 Officer:

The report is a summary of progress against actions 2024/25. There are no financial implications.

6. Legal Implications

There are no legal implications arising directly from this report.

Comments from the Monitoring Officer

This is an update report to provide Members with progress made in the 2024/25 Action Plan. There are no specific governance issues regarding the report. Specific action points may have their own governance requirements in which case separate governance/legal advice should be sought through the Legal Team.

7. Risks

- 7.1 The purpose of this performance report is to inform members of the progress being made in delivering the Corporate Plan 2023-27 Annual Action Plans 2024/25 and 2025/26. This in turn reduces the risk of not achieving the goals and objectives in the Corporate Plan.

8. Net Zero Target

- 8.1 The Corporate Plan 2023-27 Annual Action Plans 2024/25 and 2025/26 contain actions, particularly under the theme “Our Greener Future”, that will reduce the emissions of the Council and contribute to achieving the Net Zero target.

9. Equality, Diversity & Inclusion

- 9.1 The Corporate Plan 2023-27 Annual Action Plans 2024/25 and 2025/26 contain actions, particularly under the theme “Developing our Communities”, that will improve equality, diversity & inclusion. Where individual actions require an equality impact assessment the lead officer will produce and submit one during the development of the action.

10. Community Safety issues

- 10.1 This report does not have any impact on community safety issues.

11. Conclusion and Recommendations

13 actions in the 2024/25 Annual Action Plan have been completed.

The remaining 31 actions have either been carried forward, updated or cancelled due to changed circumstances, particularly the capacity issues of the organisation associated with delivering the Corporate Plan objectives alongside the need to engage constructively in the discussions on local government reorganisation in Norfolk over the period to April 2028. The 2025/26 Annual Action Plan agreed in November 2023 by Cabinet at its 3rd March 2025 meeting reflects this reduced capacity with 30 actions proposed for delivery during the 2025/26 year.

Cabinet is invited to comment on this report.