

# Action Plan 2025/2026

Updates for quarter 1 & 2 – April to August 2025



	Action	Description	Lead Officer	Corporate Plan objective	Stage	RAG Status	Lead Officer comment
1	North Norfolk Local Plan	Complete the further work requested by the Planning Inspector on making revisions to the draft North Norfolk Local Plan and to take account of new Government policy announcements with the objective of formally adopting the Plan by December 2024.	Russell Williams	Our Greener Future - Continue our journey to Net Zero. - Protecting and enhancing the special landscape and ecological value of North Norfolk whilst improving the biodiversity of the district	In Progress	Amber	Consultation on the Main Modifications of the Local Plan is underway and will conclude in mid September 2025. Currently aiming for Plan adoption to be prior to the end of 2025.
2	Climate Impact	Continue to monitor and report on the greenhouse gas emissions of the Council's operations and activities and ensure the climate impact of all decisions are fully accounted for. Commit to reviewing previously proposed investment to reduce the carbon footprint of the Council's main Cromer offices pending clarity over any local government reorganisation, whilst continuing to assess the Council's wider assets and implement works which improve their environmental performance and reduce the Council's carbon footprint.	Kate Rawlings	Our Greener Future - Continue our journey to Net Zero. - Continuing our own annual emissions reductions to reach Net Zero by 2030	In Progress	Green	The Council's greenhouse gas emissions continue to be monitored and reported upon following an agreed standard methodology. Initiatives to reduce emissions from the Council's estate and operations will continue to be developed, as well as ones that aim to help reduce the energy use of households.

3	Household waste recycling and food waste	Monitor and look to increase the percentage of household waste collected which is recycled through programmes of education and public awareness and introduction of a food waste collection service in the 2025/26 civic year and plastic film products in future years.	Emily Capps	Our Greener Future - Tackle environmental waste and pollution. - Using the National Waste and Resources Strategy implementation and any additional funding available to maximise recycling and reduce waste through the introduction of new streams, such as food waste collections for every household.	In Progress	Green	<p>Commercial Food waste collection commenced 11th August 2025. Work continues on the domestic roll out, collection vehicles are on order due for deliver Late Summer/Early Autumn 2026. Project team has a clear programme in place and is monitoring risks associated with this project. Large Project Board due to meet September 2025.</p> <p>NNDC participating in the Norfolk wide flexible films trial. Due to commence in North Walsham, September 2025. This will help inform the wider introduction of a scheme to meet legislative changes and ultimately improve recycling rates.</p> <p>A continued Comms campaign and attendance at Summer events (the Sheringham woodland fair) to promote recycling services across the district.</p>
4	Coast protection schemes	Complete the Cromer Phase 2 and Mundesley Coast Protection Schemes by March 2026.	Tamzen Pope	Our Greener Future - Protect and Transition our Coastal Environments - Implementing the Cromer and Mundesley Coast Protection Schemes.	In Progress	Green	The Cromer and Mundesley Coast protections schemes are substantially complete. Appropriate monitoring arrangements are in place. Accounting arrangements are being finalised, including claiming outstanding external funds.
5	Coastwise programme	Working with DEFRA, the Environment Agency, local partners and communities to progress delivery of the Coastwise programme in the development and implementation of innovative approaches to coastal adaptation – ongoing until March 2027.	Rob Goodliffe	Our Greener Future - Protect and Transition our Coastal Environments - Realising the opportunities of external funding to secure a sustainable future for our coastal communities through transition and adaptation responses.	In Progress	Green	Continuing to work with DEFRA, the Environment Agency, local partners and communities to progress delivery of the Coastwise programme in the development and implementation of innovative approaches to coastal adaptation – ongoing until March 2027. A mid-programme review has been undertaken and actions for the next stages of the programme are being initiated, including the formulation of transition plans.

6	Rural Position Statement	Produce a Rural Position Statement which maps the provision of key rural services including village shops, post offices, pubs, community halls, rail, bus and community transport services and mobile / broadband coverage by August 2025 and proposes future policy responses so that there is a clear baseline record of such assets to pass to any “new” local authority established through Local Government Reorganisation.	Robert Young	Developing our Communities - Engaged and supported individuals and communities - Ensuring that people feel well informed about local issues, have opportunities to get involved, influence local decision making, shape their area and allow us to continue to improve services they receive.	In Progress	Amber	Data that illustrates the characteristics of the more remote/rural areas of the District is beginning to be compiled. Analysis will be undertaken of the challenges faced in these areas and will indicate the potential options for service delivery in meeting the identified needs. This is hoped to provide an important evidence base on which future service delivery (including that affected by Local Government Reorganisation) can be developed.
7	Neighbourhood Plans	Continue to promote greater take up of Neighbourhood Plans by local communities with the objective of supporting more communities adopt Neighbourhood Plans a year – strengthening local community voices and capacity in the context of future local government reorganisation.	Russell Williams	Developing our Communities - Engaged and supported individuals and communities - Ensuring that people feel well informed about local issues, have opportunities to get involved, influence local decision making, shape their area and allow us to continue to improve services they receive.	In Progress	Green	Discussions continue with a number of areas on Neighbourhood Plans - see: <a href="https://www.north-norfolk.gov.uk/tasks/planning-services/planning-policy/neighbourhood-plan-areas/">https://www.north-norfolk.gov.uk/tasks/planning-services/planning-policy/neighbourhood-plan-areas/</a> .  The Government's withdrawal of funding to support Neighbourhood Plans doesn't help in that it may make delivery more difficult for small town and parish councils and is a disappointment in the context of local government reorganisation in terms of local communities having their ‘place’ and needs understood in much larger organisations. See PH Report to Council in July 2025.

8	Health, wellbeing and financial inclusivity initiatives	With partners we will continue to pursue funding opportunities to develop initiatives which proactively and reactively support our communities prioritising health prevention, wellbeing and financial inclusivity of our most vulnerable and hard to reach residents	Karen Hill	Developing our Communities - Promote health, wellbeing and independence for all - Growing the work done in reaching out to our communities and provide additional focus to the work being undertaken to support the most vulnerable.	In Progress	Amber	<p>The council continues to work with partners through the Norfolk health and wellbeing partnership, but progress has been slower than anticipated due to the reorganisation of the Intergrated Care Board.</p> <p>The council continues to support our most vulnerable residents through the financial inclusion officers and community connectors team.</p>
9	Health and social care facilities for older residents	With local partners we will continue to lobby for the retention and development of innovative health and social care facilities for older people in the District, including the re-opening of the Benjamin Court NHS asset in Cromer, reflecting the district's aged demographic – the oldest average age in the country.	Steve Blatch	Developing our Communities - Promote health, wellbeing and independence for all - Working with partners to promote healthy lifestyles and address the health inequalities faced by our communities.	In Progress	Green	Meeting scheduled between Steff Aquarone MP, Norfolk and Suffolk ICB and the District Council scheduled for early September.
10	Fakenham Leisure and Sports Hub	Progress delivery of the Fakenham Leisure and Sports Hub project through securing planning permission, appointment of a construction partner and commencement of construction.	Steve Hems	Developing our Communities - Promote Culture. Leisure and Sports activities - Developing further the leisure facilities provided across the District.	In Progress	Green	Planning permission has been obtained and work on the contract pricing is ongoing. Report to Cabinet is being drafted which will go to the 8th September meeting with a view to obtaining permission to moving to the contract award and subsequent build phase of the project. Currently on time

11	Sports pitches	Having secured funding approval for the Cromer 3G pitch deliver this new (replacement) facility by September 2025 and continue to pursue funding for similar facilities at Fakenham and North Walsham.	Colin Brown	Developing our Communities - Promote Culture. Leisure and Sports activities - Developing further the leisure facilities provided across the District.	In Progress	Amber	<p>Cromer 3G pitch has now been opened and is being used by the Academy and the Community.</p> <p>Fakenham 3G pitch project is waiting on the lease between NNDC and Fak Town Council to be complete before an application process can be started with The Football Foundation.</p> <p>Discussions continue with North Walsham Town FC about a potential project at Greens Road.</p>
12	Improvement of facilities at Holt Country Park	Explore external funding opportunities such as the Norfolk GIRAMs scheme, Hornsea 3 Legacy fund and S106 agreements to contribute to the improvement of the facilities within Holt Country Park, working towards maintaining Green Flag status at this location and our other Countryside sites.	Colin Brown	Developing our Communities - Promote Culture. Leisure and Sports activities - Developing further the leisure facilities provided across the District.	In Progress	Green	<p>Staff facilities improvements are complete.</p> <p>Electricity project in ongoing, we are awaiting a valuation before contacting the landowner again.</p> <p>The Hornsea 3 Legacy fund project to build a new classroom and learning space is in progress and on schedule.</p> <p>We are investigating a possible pot of S106 to support the Hornsea project and improve the play area</p>
13	Housing data sharing	Continue to gather and share data about the number of permanent, affordable, second and holiday homes, empty homes and numbers of local people on the housing register at a parish level on an annual basis so that there is a very clear understanding of the context of local housing issues at a local community level to inform future development of rural exceptions and other affordable housing schemes.	Nicky Debbage	Meeting our Housing Need - Address housing need - Supporting the delivery of more affordable housing, utilising partnership and external funding wherever possible.	In Progress	Green	<p>Annual data shared with all Town &amp; Parish Councils in November/December 2024, with offer to attend future meetings - we have now attended several PCs. The April 2025 figures have been reported to Cabinet and will be shared with T&amp;PCs later this year</p>

14	Second homes council tax premium	Monitor the impact and expenditure of the returned Second Homes Council Tax Premium income negotiated with Norfolk County Council to support investment in Temporary Accommodation and financing the delivery of affordable homes developments in the district from April 2025.	Nicky Debbage	Meeting our Housing Need - Address housing need - Supporting the delivery of more affordable housing, utilising partnership and external funding wherever possible.	In Progress	Green	Agreement has been reached with the County Council over the collection of the Second Homes Council Tax premium with 25% of the County Council's element of the premium being "returned" to North Norfolk for spending on housing-related projects – report to Full Council on 29th January 2025. This has resulted in £1.31m of additional CT income being used to support affordable housing - both purchase of more council owned temporary accommodation and grant to support retention and development of more affordable homes.
15	Affordable homes	Take forward with partners a programme of new affordable homes development in the district, with a target number of 307 new affordable homes completed over the period March 2025 to March 2027 (76 in 2025/26 and 231 in 2026/27) with schemes at Sheringham, Bacton, Walcott, Wells and Fakenham being taken forward during 2025.	Nicky Debbage	Meeting our Housing Need - Address housing need - Supporting the delivery of more affordable housing, utilising partnership and external funding wherever possible.	In Progress	Green	Whilst delivery in 2024/25 was below target, as developments start to find mitigation solutions for nutrient neutrality, the pipeline is very healthy - with 184 affordable homes on site and a further 508 with/very close to achieving planning permission

16	Housing standards	<p>Continue to work with partners in the North Norfolk Help Hub to respond to housing standard issues as and when they arise in a timely and satisfactory manner. Conduct at least 50 inspections under the Housing Health and Safety Rating System per year of privately rented accommodation in response to complaints received. Inspect all new Houses in Multiple Occupation (HMOs) applications received by the Council and using a risk-based approach inspect on a rolling basis all HMOs in the District. In all cases take appropriate action in accordance with the Council's enforcement policy.</p>	Emily Capps	<p>Meeting our Housing Need - Promote best use of housing stock and good housing standards - Continuing the high-profile work done to tackle unscrupulous landlords/ poor quality housing during the cost of living crisis.</p>	In Progress	Green	<p>HHSRS inspections = 23 undertaken (and HMO Licence Applications = 2 received)</p>
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17	Long-term empty properties actions	Continue to monitor and take action to reduce the number of Long-Term Empty properties in the District through investigation and enforcement action – pursuing at least 50 cases a year.	Sean Knight	Meeting our Housing Need - Promote best use of housing stock and good housing standards - Working harder to bring empty homes back into use.	In Progress	Amber	<p>Long-term empty properties are those that are banded for council tax and are unoccupied and unfurnished and have been for at least six months. These properties will have an council tax premium of 100% added to the 100% council tax charge when they have been empty for at least a year (so pay 200% charge). The premium goes to 200% when the property has been empty for five years and then increases further to 300% when the property has been empty for ten years.</p> <p>There has been problems with the software for these type of properties because of the introduction of the second home premium which have been reported to the software company and we are still waiting for this to be resolved.</p> <p>Devin O'Neill, our Empty Homes &amp; Revenue Generation Officer has been reviewing reported empty properties on an individual basis and engaging with owners to try to understand issues and help them bring these properties back into use. Members often report properties to Devin who keeps them updated with progress.</p> <p>Last year we were shortlisted for the Public Finance Awards for 'Collaboration and Innovation within Local Services' which was all about our empty property work. Following this we were also nominated for this year's Empty Homes Network Awards 2025 and NNDC were highly commended for the category 'best use of media award'.</p>
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18	North Norfolk Business Forum	Develop and maintain engagement and dialogue with and between the district's business community, with a series of regular business briefing events to be staged throughout the year.	Stuart Quick	Investing in our Local Economy and Infrastructure - An environment for business to thrive in - Providing support to allow rural businesses to thrive, recognising that many of our larger employers operate outside of our main towns.	In Progress	Green	Invest North Norfolk – the Council's business facing brand and portal – has continued to develop and expand, serving as a valuable resource to support businesses with fulfilling their growth aspirations. Over 450 businesses have now already signed up to receive the monthly 'INN the Know' bulletin which helps to keep businesses abreast of the latest support information. Following 3 successful business engagement events in Q4, a programme of other events, including working collaboratively with business representative groups, are in development.
19	Bacton Energy Hub	Take forward co-ordinated actions on behalf of key partners and stakeholders agreed at the January 2025 Bacton Summit event to raise the profile of the Bacton Energy Hub site as one of the UK's principal locations for carbon capture and storage and hydrogen production in support of the UK's energy transition to Net Zero realising the employment, supply chain and wider economic benefits for North Norfolk, Norfolk and the wider East of England region. Ongoing from now throughout the period of the Corporate Plan.	Steve Blatch	Investing in our Local Economy and Infrastructure - Infrastructure to support growth - Seeking to maximise the potential from the local implications of the transition towards hydrogen and carbon capture, use and storage (CCUS) at the Bacton Gas site	In Progress	Green	We are continuing to discuss issues and opportunities at the Bacton Energy Hub with a range of stakeholders and partners.

20	Stalham High Street Task Force	Continue to work with the local community and partners in Stalham through the Government's High Street Task Force programme to develop a vision which contributes to the future vitality of the town for delivery over the period April 2024 – March 2027.	Stuart Quick	Investing in our Local Economy and Infrastructure - An environment for business to thrive in - Working with our Market and Resort Towns to reinforce their roles as local service centres, centres of employment, financial services and business activity, served by public transport	In Progress	Green	The Stalham Town Team continue to meet to discuss and explore opportunities to enhance the town centre and explore activities that support footfall. Officers have recently presented to the local team a range of options to support the town, including a Retail Excellence Programme of workshops (in conjunction with North Walsham businesses) and grants available through NNDC's Town Ambition Programme. To date 3 Expressions of Interest from Stalham have been submitted and are presently being given due consideration.
21	Banking and post offices services	Work with LINK, Cash Access UK and local partners in the district's market and coastal towns to retain banking and post office services in locations across the district.	Stuart Quick	Investing in our Local Economy and Infrastructure - An environment for business to thrive in - Working with our Market and Resort Towns to reinforce their roles as local service centres, centres of employment, financial services and business activity, served by public transport	In Progress	Green	Cromer and North Walsham have successfully received nominations for Banking Hub provision, which will commence operation around the time of the closure of the remaining banks in those towns. Conversations have been held with Cash Access UK and a high street bank on securing properties for these emerging Hub branches, and in respect of enhanced deposit solutions required in Fakenham, with a further conversation due to occur shortly. Fakenham and Sheringham will be unable to receive designation for Banking Hubs whilst recognised banking provision is still left in those towns. Conversations have also taken place on securing the next steps in the evolution of Banking Hubs and improvements that may be required to existing services, for instance around provision of statements and higher deposit/withdrawal limits in branches. The District Council has also supported the County Council in some work they are doing to study access to cash across Norfolk.

22	Promote North Norfolk	Continue to support and work with tourism interests across the district to promote North Norfolk as a key visitor destination with a diverse visitor offer.	Robert Young	Investing in our Local Economy and Infrastructure - An environment for business to thrive in - Continuing to promote North Norfolk's diverse tourism and visitor offer	In Progress	Green	<p>A new partnership arrangement with Visit North Norfolk has been agreed, by which the Council will continue to support and work with tourism interests across the area to promote North Norfolk as a key visitor destination with a diverse visitor offer, supporting and developing the local visitor economy.</p> <p>The Visit North Norfolk business conference 2025 is to take place at the Lady Elizabeth Wing of the Holkham Estate on Thursday 6<sup>th</sup> November.</p>
23	UK Shared Prosperity Fund and Rural England Prosperity Fund programme	Ensure, through sound programme management and appropriate promotion, that full commitment and draw down is made of the UK Shared Prosperity Fund and Rural England Prosperity Fund monies allocated to the district.	Stuart Quick	Investing in our Local Economy and Infrastructure - An environment for business to thrive in - Looking to maximise the benefits to our business community of the UK Shared Prosperity and Rural England Prosperity Funds.	In Progress	Green	<p>The previous UKSPF (3yr) &amp; REPF (2yrs) programmes concluded in March 2025. A report was presented to the Overview &amp; Scrutiny Committee in April 2025 which demonstrated that all workstreams met or exceeded their output and outcome targets. NNDC was awarded £405,095 of additional UKSPF funding and £437,000 of REPF funding for 25/26. 4 workstreams (agreed by Cabinet in February 2025) have been developed and a pipeline of business/community projects continue to be brought forward for potential REPF grant funding.</p>

24	Serviced employment land	Based on previously commissioned surveys, develop pipeline project proposals which seek to increase the supply of serviced land or advance factory premises and can be delivered at pace if external funding can be secured for such an investment.	Stuart Quick	Investing in our Local Economy and Infrastructure - Infrastructure to support growth - Ensuring an adequate supply of serviced employment land and premises to support local business growth and inward investment	In Progress	Green	A number of sizable investments are presently in discussion or have recently been announced. These include Jarrolds taking on the Back to the Garden sites at Holt, the proposed McDonalds at Fakenham, Lidl's potential move to Heath Farm at Holt (alluded to in the local media, but subject to planning), Sainsbury's acquisition of the Homebase site at Cromer and B & M Stores locating in the former Co-op stores on Holt Rd in Cromer (now open). In addition, the new roundabout on the Fakenham Bypass has now opened, facilitating new potential housing growth/commercial. Planning has also been granted for replacement fuel station (adj to Morrisons, Fakenham) with takeaway facilities
25	English devolution and local government reorganisation	Engage with local partners (County and District Councils in Norfolk) in seeking to secure new powers, functions and budgets for Norfolk as part of the Government's English Devolution White Paper and as appropriate seek to position North Norfolk's residents, communities and businesses positively in respect of any reorganisation of local government in Norfolk and in establishing any new unitary councils.	Steve Blatch	A Strong, Responsible and Accountable Council - Effective and efficient delivery - Exploring opportunities to work further with stakeholders and partner organisations	In Progress	Green	Submission of interim proposals to Government on 21st March 2025; with feedback received on 2nd and 7th May. NNDC is continuing to work with Breckland, Broadland, Great Yarmouth, Kings Lynn and West Norfolk and Norwich City councils in promoting a three unitary council structure for Norfolk in the future. Appointed consultants Inner Circle Consulting to advise on the submission of Full Business Case to Government by 26th September. Launched the Future Norfolk engagement platform to invite comments from residents and stakeholders. A number of workstreams are now being taken forward to develop the Full Business Case including target operating models for service delivery, financial viability and sustainability and democratic structures to inform submission documents. Extraordinary meeting of Full Council arranged for 17th September to approve submission documents.

26	LGA Corporate Peer Challenge Action Plan	Continue the Council's improvement journey through taking forward the recommendations made by the LGA Corporate Peer Challenge throughout 2025, particularly the new Workforce Development Strategy so that our staff continue to provide good quality services to our residents, businesses and communities and are well-equipped to realise new opportunities presented by local government reorganisation.	Steve Blatch	A Strong, Responsible and Accountable Council - Effective and efficient delivery - Continuing a service improvement programme to ensure our services are delivered efficiently	In Progress	Amber	We continue to look to progress and implement the recommendations made through the Corporate Peer Challenge, but there has been some slippage in timescales due to capacity issues due to the need for us to engage with the the Government's Devolution and Local Government Reorganisation agendas.
27	Service reviews	Continue to monitor progress towards the objectives detailed the new Medium-Term Financial Strategy through continuously reviewing service delivery arrangements so as to realise efficiencies and ensure value for money service provision in meeting the needs of our residents, businesses and visitors.	Daniel King	A Strong, Responsible and Accountable Council - Effective and efficient delivery - Delivering services that are value for money and meet the needs of our residents	In Progress	Green	Whilst the s151 officer can lead on identifying and delivering savings it is the service managers and assistant directors who will have to actually find and deliver efficiencies. A service review is currently in progress in property service, which has resulted in the admin staff now working across both property and estates. A strategic IT Manager has been appointed and is currently looking at the IT Structure across all teams.

28	Cromer Pier Pavilion Theatre auditorium refurbishment	Seek Heritage Lottery funding for the refurbishment of the auditorium of the Cromer Pier Pavilion Theatre so as to place the theatre in the best possible position in the context of anticipated local government reorganisation, recognising the Pier and theatre's key role in the cultural and tourism appeal of North Norfolk and marking its 125th anniversary in 2026.	Daniel King	A Strong, Responsible and Accountable Council - Culture - Continuing to support cultural assets across the District to provide cultural opportunities for all	In Progress	Green	An expression of interest submission was made for grant funding from the Creative Foundations Fund. This included details to a project for £4.5m funding, which includes Cromer Pier Pavilion Theatre auditorium works, alongside smaller elements contributing to the substructure works.
29	Tourism infrastructure assets safeguarding	Consider the implications of LGR on the future management and maintenance of tourism infrastructure assets and explore whether these might be safeguarded in the longer term through being placed in an appropriate structure which recognises their importance in the context of continued pressure on discretionary services in any new unitary council structures.	Cara Jordan	A Strong, Responsible and Accountable Council - Culture - Continuing to support cultural assets across the District to provide cultural opportunities for all	In Progress	Amber	Some initial review work has been undertaken to identify assets which may need to be safeguarded. Currently the Estates Team and Legal Team are looking at some specific local assets and considering how they may be protected for the benefit of the area and the community through the Local Government Reorganisation process. As a council we have sought advice from MHCLG on how such assets and discretionary spending can be protected under any unitary council model and we will be making reference to this in our business case submission to government.

30	Review and maximise the Council's approach to asset commercialisation	Continue to review and maximise the Council's approach to Asset Commercialisation to realise new and emerging opportunities around the use of the Council's land and property assets through implementing the actions detailed in a revised Asset Management Strategy from April 2025.	Renata Garfoot	A Strong, Responsible and Accountable Council - Maximising opportunity - Investing in projects which deliver financial returns and/or contribute to our wider objectives around Net Zero, business and jobs, community facilities and infrastructure	In Progress	Amber	<p>Limited resources in Estate and Eastlaw impact on capacity to deliver commercialisation effectively, however there is work ongoing seeking to address this.</p> <p>Officers take a key role in progressing other non - commercial corporate priorities, including acquiring residential properties for temporary accommodation, acquiring land and property for Coastwise project and negotiating leases/tenant matters for leisure projects.</p>
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