

Action Plan 2025/2026

Updates for Quarter 2 – July – September 2025



Ref	Action	Description	Lead Officer	Corporate Plan objective	Stage	RAG Status	Lead Officer comment	Last Updated
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.	David Glason	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	Green	The North Norfolk Local Plan has been found 'sound' in the recently received final report from the independent Planning Inspector, subject to a number of Main Modifications. The final Local Plan is scheduled to be taken to Cabinet on 1st December and Council on 17th December seeking adoption by Members.	5/11/2025
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 draft carbon footprint report for 24/25 has been prepared and is being taken through the committee process. A new decarbonisation strategy and action plan has been prepared for approval by full Council. The action plan includes several potential projects for decarbonising our estate including the Council's Cromer office.	4/11/2025

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	In September cabinet resolved to agree the extension of the Processing of Co-mingled Dry Recyclables contract with NEWS Ltd through to 31st March 2030 on its current terms. This allows for the continuation of recycling by NNDC residents. Planning continues for the implementation of a separate food waste collection for every household in the District as per the requirements of "Simpler Recycling". There remains uncertainty around the level of revenue funding the Council will receive for the service, which will be announced as part of the annual settlement in December. Discussions are underway with the contractor Serco exploring the delivery model for the new service in the latter half of 2026. In September cabinet agreed to provide householders with a starter roll of caddy liners which it is hoped will encourage participation in the scheme. A major project board has been form to monitor project development.	17/11/2025
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	Amber	Main construction phase of Cromer and Mundesley Coast Protection schemes have been completed. Progressing final funding approval.	10/11/2025

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	Amber	Work continues across a wide scope of activities. Significant progress has been made over the last quarter in the development of co-created Community Coastal Erosion Transition Plans across a number of settlements. Significant work progressed in development of medium term support for homes at risk although the leading option to be delivered, is now not permitted to be completed under CTAP as directed by the funders (EA). High level discussions for future delivery of this option is ongoing. Alternative actions to meet programme spend now underway and development/progression.	7/11/2025
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	This has not progressed from previous update due to staff resource/capacity; however, 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.	10/11/2025
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	David Glason	Developing our Communities - Engaged and supported individuals and communities - Ensuring that people feel well informed about local issues, have	In Progress	Green	Communities are actively bringing forward Neighbourhood Plans with officer engagement, advice and review of emerging plans. Parish Councils actively looking to advance and finalise their emerging Neighbourhood Plans are: Hoveton, Trunch and Tunstead. Formal consultation Under	5/11/2025

		voices and capacity in the context of future local government reorganisation.		opportunities to get involved, influence local decision making, shape their area and allow us to continue to improve services they receive.			Regulation 14 stage of the Neighbourhood Plans is expected for: Tunstead, Hoveton and Stalham in December 2025. Parish Councils with an adopted Neighbourhood Plan are: Blakeney, Corpusty & Saxthorpe, Holt, Ryburgh and Wells-next-the-Sea. Parish Councils actively developing Neighbourhood Plans are: Hoveton, Stalham, Trunch and Tunstead. See: https://www.north-norfolk.gov.uk/tasks/planning-services/planning-policy/neighbourhood-plan-areas/	
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.	Completed	Green	We continue to utilise the Government grants we receive (Homelessness Prevention Grant, Rough Sleeper Initiative, Homes for Ukraine, Disabled Facilities Grant. Discretionary Housing Payments) to deliver a range of services and initiatives to our most vulnerable residents. In addition we have received funding from other partners to deliver services and support residents in our communities including Better Care Fund (North Norfolk Health and Wellbeing Partnership), Community Transformation Funding (Integrated Care Board), Household Support Fund and Primary Care Network . The Frailty Project has been continued into 2025/26 and the Proactive Intervention and Prevention Project is funded for 12 months from August 2025.	5/11/2025

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	We continue to promote the reuse of the mothballed NHS owned Benjamin Court facilities in Cromer as a health and wellbeing service hub for older people, chronic condition management, rehabilitation, respite and palliative care. Meeting with Steff Aquarone, Ed Garrett (Chief Executive of the Norfolk and Waveney Integrated Care Board) to discuss Benjamin Court, wider health provision in the district and services provided at Cromer Hospital arranged for 21st November 2025.	12/11/2025
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	The required agreement to lease to enable the project to progress is in place and the deed of variation to the leisure contract is being worked on currently. Construction has commenced on site and good progress is being made. The project is running to timetable currently. Regular reporting and monitoring is in place to identify any issues quickly and ensure they are resolved.	3/11/2025
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	Cromer 3G pitch has now been opened and is being used by the Academy and the Community. Bookings for the winter months are strong. Fakenham 3G pitch project has now started, with some of the early surveys being completed. The Football Foundation have indicated that they would like to bring the application date forward in the hope of getting funds allocated for this project. Discussions continue with North Walsham Town FC about a potential project at Greens Road	4/11/2025

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	Staff facilities improvements are complete. Electricity project in ongoing, a valuation has been completed and Estates are seeking to make contact with landowner. The Hornsea 3 Legacy fund project to build a new classroom and learning space is in progress and on schedule. We are investigating a possible pot of S106 to support the Hornsea project and improve the play area	5/11/2025
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	Annual data provided to Councillors and Parish Councils - 2025 data to be sent out in November	29/10/25
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	Analysis of number of second homes and CT income collected, and use of the income to be reported to Cabinet in November	29/10/25

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	45 new affordable homes have been completed so far in 2025/26, with the full year total forecast to be 93	29/10/25
16	Housing standards	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.	Emily Capps	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.	In Progress	Green	01/04/2025 to 18/11/2025 - 36 Housing Health Safety Rating System inspections undertaken- on target for annual figure of 50. 2 House in Multiple Occupation License applications received and processed. The Team (along with other relevant service areas) are also preparing for the implementation of the Renters Right Act 2025.	7/11/2025

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	Green	We have an inspector that visits empty properties and Devin O'Neill, our Empty Homes & Revenue Generation Officer support owners to bring properties back into use at an individual level. The total empty properties as at 6 October 2025 (CTB1 data) is 1,234. Out of these there are 759 Long-Term Empty properties. This is 1.34% of the taxbase total.	7/11/2025
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.	Completed	Green	Invest North Norfolk – the Council's business facing brand and portal – is live and will continue to develop and expand over time, 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. A range of workshops, networking and events will be delivered through to year end.	4/11/2025

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. Principle partners supported visit to Bacton energy Hub site with East of England all Party Parliamentary Group on 19th September; facilitating partner in hosting inward investment trade delegation organised by the Quebec provincial Government in Canada on 17th November 2025, holding exploratory meetings with key stakeholders to secure increased electricity supply to support decarbonisation of existing operations and future developments at the Bacton site, invitation extended to senior officials at GB energy to visit Bacton, now likely to be Quarter 1 2026.	12/11/2025
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	Completed	Green	Following the Stalham HSTF exercise, the locally led Stalham Town Team is established and continues to meet to discuss and explore opportunities to enhance the town centre and explore activities that support footfall. Over the summer NNDC Officers have recently presented to the local stakeholders 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 Love Your Market Town and the Town Ambition Programme which will be delivered this financial year.	4/11/2025

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	Locating in the former Barclays unit on the High Street in Holt, a new Banking Hub has been established. Operating 9am-5pm, Monday to Friday, the Hub provides services for Natwest, TSB, Barclays, Santander and Lloyds customer. A banking hub is planned for Cromer to replace the closing NatWest branch, with the new facility recommended by LINK in June 2025. It will be a shared space offering cash and cheque services for customers of all major banks, and will include a 24/7 ATM. The hub is set to replace the former NatWest on Church Street, though its official opening date has not yet been announced. A planning application for signage has been received. A post office has also opened at Fakenham. Operating from premises on Upper Market, the new Post Office will open from 8.30am until 5.30pm on weekdays and from 8.30am until 1.30pm on Saturdays.	4/11/2025
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	The new partnership arrangement with Visit North Norfolk is operating successfully, with the the Council continuing to support and work with tourism interests across the area to promote North Norfolk as a key visitor destination. The VNN Board is operating well, and effective marketing campaigns continue to be produced.	10/11/2025

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	The previous UKSPF (3yr) & REPF (2yrs) programmes concluded in March 2025. A report was presented to the Overview & 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 are on track. The REPF grant scheme is also on track and is about to be fully committed.	4/11/2025
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 developed this year. These include Jarrolds taking on the Back to the Garden sites at Holt, the proposed Mcdonalds at Fakenham, 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 and demolition work has commenced. Presently there is a planning application being considered for a Lidl store (Class E discount foodstore) with associated car parking, landscaping, engineering and drainage works on Nightjar Road in Holt which predicts 40FTE jobs.	4/11/2025

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	Devolution - Norfolk and Suffolk County Councils (as the responsible upper tier authorities) formally agreed to establish Mayoral Combined Authority in October 2025 and are now working with Government around preparation of a Statutory Instrument and parliamentary processes to allow the legal constitution of the body in Quarter 1 2026 followed by a first mayoral election on 7th May 2026. LGR - Full business case submitted to Government on 26th September (after Full Council vote on 24th September) and now subject to appraisal by MHCLG officials alongside the proposal for a single unitary made by NCC and 2 unitary proposal made by South Norfolk Council. Partners to Future Norfolk partnership continue to develop our narrative and proposals for the 3 unitary councils, including sharing with Town and Parish Councils (NNDC workshops 13th and 18th of November) in anticipation of statutory consultation being undertaken by MHCLG for 6 weeks from late November (formal details of the consultation currently awaited). Separate to the above and agnostic to any decision made by Government in early 2026 the 7 Norfolk districts and the County Council have begun to scope some outline workstreams around data, systems, contracts, workforce and regulatory services, as well as preparing a specification for a	12/11/2025
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							strategic implementation partner to be appointed jointly from April 2026.	
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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. The draft workforce strategy was presented to JSCC on 5th November and will now move forward for adoption.	12/11/2025
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, work is continuing in order to find better ways of working. Assistant Directors have been contacted as part of the 2026/27 budget setting process to proposed savings/income generation ideas.	6/11/2025

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 which includes Cromer Pier Pavilion Theatre auditorium works. Unfortunately NNDC were not successful with this grant funding. Consultants are being engaged with to provide a scope of works for the inclusion in the capital bids for 2026/27	6/11/2025
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	We have a lawyer whose focus is on these assets. We have liaised with the assets team which has a steer for a number of sites. 09..07.25 Requested legal advice regarding multiple transfers to one organisation. Officers are liaising with town and parish councils around some possible asset transfers. Negotiations are to commence through the assets team and Independent valuations to be undertaken at this time.	12/11/2025
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	Green	Additional external Estates resource has been secured and instructions to them to undertake rent review and lease renewals.	28/10/25

