

**Reporting progress implementing Corporate Plan 2023-27
Delivery against Action Plan 2026/27 to end of Quarter 1 – 31 March
2026 – 30 June 2026**

Executive Summary	This report provides an update on the progress made to deliver the Corporate Plan 2023-27 Action Plan for 2026-27.
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	O&S is invited to note the contents of the report and provide comments on any items they feel appropriate.
Reasons for recommendations	That O&S are aware of the progress made to deliver the priorities for the year 2026-27 and are asked to provide comment on progress so that officers have a steer on any items that are not on track for delivery.
Background papers	Corporate Plan 2023-27 Annual Action Plan 2026-27

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 2026-27 is being implemented as planned and this will help to ensure that the MTFS is 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. Corporate Plan 2023-27 Action Plan 2026-27 approved by Cabinet 9 th March 2026.

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 and the first quarter of the Action Plan 2026-27 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 Annual Action Plan for 2026-27 at its meeting of 9th March 2026.
- 2.2 This report details the progress made to the end of June 2026 up to the first quarter of the 2026/27 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 2026-27 up to the end of Quarter 1.

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
N/A	Not applicable as not due to start yet
Missing Data	Update not provided by the Lead Officer

- 3.1 **Progress in delivering the 2026-27 Annual Action Plan 1 April 2026 to 30 June 2026.**

- 3.2 The table below shows the status for each of the actions identified within the plan up until the end of Quarter 1.

RAG status/ Stage	Not Started	In Progress	Completed	Cancelled
Red	0	1	0	0
Amber	0	3	0	0
Green	0	27	1	0
NA	0	0	0	0

3.3 Details of all Actions

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

- Appendix A Action Plan 2026-2027 Progress Update – Qtr 1 1 April 2026 to 30 June 2026.

3.4 Summary

This is the first reporting period for the 2026/27 Annual Action Plan.

Whilst a number of actions have been carried forward from the last Annual Action Plan a proportion have been updated or modified to reflect previous progress but maintain an ongoing trajectory for continued work.

All of the actions in the Action Plan are in progress with the exception of the LGA Corporate Peer Challenge which has been completed. This reflects the completion of the remaining work to complete this outstanding action from the previous plan.

The majority of actions (28 out of 32) are on track with only four reporting some problems. In all of these progress has been made however, they are behind the originally intended timescales.

There is one action in the Annual Action Plan that is reporting as Red on the RAG rating system. This relates to the introduction of a domestic food waste service where the issues relate to the cost of the service compared to the level of funding received from government and challenges in service design and the required depot space, which exceeds that currently available.

4. Corporate Priorities

- 4.1 This report is concerned with ensuring the Corporate Plan 2023-27 Annual Action Plans 2026-27 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:

This report does not create any financial liabilities in itself but mitigating any lack of progress on the Corporate Plan actions may require additional financial or other resources.

6. Legal Implications

There are no legal implications arising directly from this report.

Comments from the Monitoring Officer

This is an update report. There are no legal implications arising from this report or specific governance issues identified.

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 Plan 2026-27. 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 Plan and 2026-27 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 Plan 2026-27 contain actions, particularly under the theme “Developing our Communities”, that will improve equality, diversity and 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

Cabinet is invited to note the contents of the report and provide comments on any items they feel appropriate.