

Place Directorate Plan 2025-26

Version 1.0 April 2025 – March 2026

Director: Andy Wood Director of Place

Portfolio holders: Cllr Todd Olive – Strategic Planning, Cllr Paul Hayward – Economy & Assets, Cllr Geoff Jung - Coast, Country and Environment, Cllr Nick Hookway - Culture, Leisure, Sport and Tourism

Directorate Plan 2024-2028 (Version 1.0 for year 2025-26)

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Notes for Director and Assistant Director/Service Leads

When you have completed your Directorate Plan:

- ✓ Save to Directorate Planning 2024-28 – Version 2025-26 Teams folder. Final versions will be placed on the intranet/internet
- ✓ Link it to your Service Scorecards once in place
- ✓ Communicate it to your staff, and sharing with all staff progress and updates on a quarterly/six monthly basis within the directorate
- ✓ Keep it under review – make it a live document which adds value!
- ✓ Use it to formulate individual objectives

Section 1 – What we do and who we deliver to

The directorate key aims are to create and maintain a high-quality environment where our residents can live and work comfortably and sustainably. We are dedicated to fostering a community that thrives through excellent services, robust infrastructure, and a commitment to environmental stewardship. By prioritising the well-being and satisfaction of our residents and promoting a thriving economy, we aim to build a vibrant, resilient, and inclusive community for all.

The Place Directorate was formed in 2024, bringing together four key service areas. This has created opportunities for closer working, both between these services and with other Directorates. This is alongside ensuring the development of collaborative advantage with a wide range of external stakeholders, from parish and town councils to government agencies and the voluntary sector. The work of the Directorate contributes to the achievement of all four strategic priorities contained in the Council Plan.

The Place directorate includes:

Countryside and Leisure Service

Enhances East Devon's natural environment and cultural ecosystem through conservation and community enrichment. Key strategies include the Culture Strategy 2022-2031 and East Devon Trees, Hedge and Woodland Strategy 2024-2034 and the emerging East Devon Local Nature Recovery Plan 2024-2034. Teams manage local nature reserves, secure enhanced biodiversity and create Nature Recovery Networks, ensure our treescape is protected, support volunteering, deliver district wide public events, manage our arts venues and deliver cultural programs.

Place, Assets and Commercialisation Service

Focuses on place-making and asset management to enhance communities and economy. Develops place-making strategies, secures funding, and manages land and property assets including community asset transfers along with overseeing the District's built asset and wider leisure offering in accordance with the Council's adopted Leisure Strategy and Implementation Plan. The Service also fulfils the Council's statutory responsibilities through delivery of the South East Devon Habitat Mitigation Strategy and the direct delivery of Suitable Alternative Natural Green Space. Promotes sustainable growth including through managing the delivery of major programmes and projects. Prioritises sustainability and collaboration with a wide range of partners.

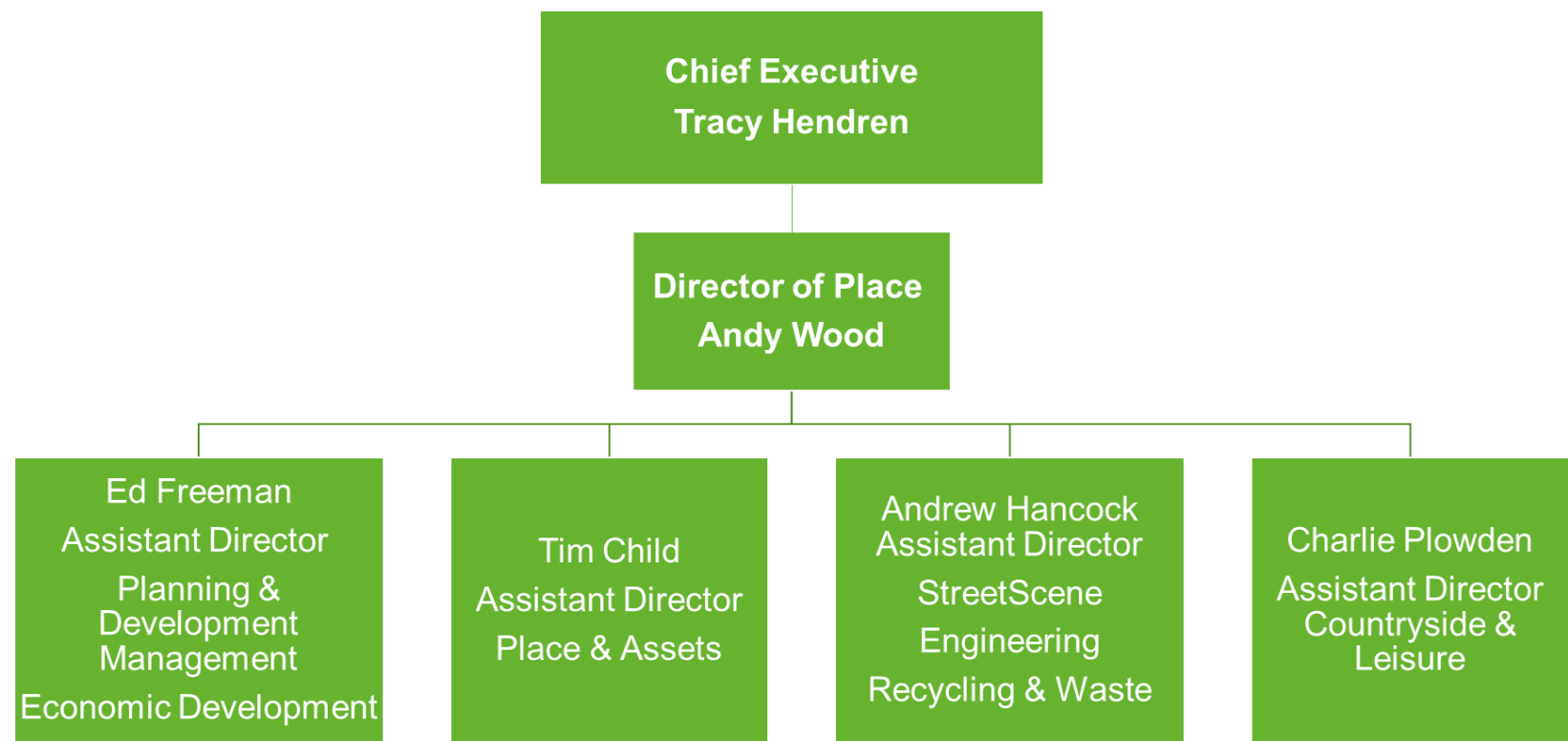
Planning Strategy and Development Management Service

Aims to deliver sustainable growth and development that meets the housing and employment needs of the community while protecting the natural and built heritage of the district. The team produce the local plan which identifies land for development to meet the identified needs of the district and government set housing requirements as well as setting a policy framework that applications for planning permission are assessed against to ensure that they comply with our growth strategy and meet required standards. Through our economic development function we support jobs and skills growth to develop a thriving economy while through planning obligations we help to fund and deliver infrastructure all to enable sustainable growth. Approved developments are also checked for compliance with building regulations to ensure that they are safe and healthy spaces

StreetScene

Manages and maintains outdoor Council assets and spaces, including public realm, parks and green spaces. Key services include street cleansing, grounds & tree maintenance, beach management, recycling and waste collection, engineering infrastructure projects, fleet management, emergency response work, and event coordination. Focuses on climate impact and high-quality service delivery amidst growing demand.

Place Directorate Structure 2024



Section 2.1 Supporting the Council Plan

Theme – Homes & Communities (HC)

Service	Key action	ID	Measure of success	Timeframe
Place, Assets & Commercialisation / Planning	2. Establish a master plan and delivery vehicle for the proposed new community in East Devon, bringing 2,500 new homes by 2040 as part of an allocation of 8,000 homes.	HC7	Completion of Master Plan.	Dec-24
		HC8	Completed business case.	Dec-24
		HC9	Establishment of a delivery vehicle for the delivery of the new community.	Dec-26
Planning	7. Develop and adopt the planning policies in the emerging Local Plan to support the delivery of affordable housing, increase self and custom-build and provide housing for all stages of life.	HC23	Monitor progress on the Local Plan against the Local Development Scheme and project plan.	Jun-25
		HC24	Consultation on the key elements of the draft local.	Jun-24
		HC25	Consultation on final draft of the local plan.	Dec-24
		HC26	Submission of the local plan for examination.	Jun-25

		HC27	Adoption of the Local Plan in the allocated time frame.	Dec-26
Planning	8. Increase our supply of sites for the delivery of new homes by allocating suitable sites through the new Local Plan and granting consents for new homes.	HC28	Achievement of the government's housing delivery test.	Progress to be reported annually
Planning	9. Review and update our policies and procedures on planning obligations and ensure they are communicated with the towns and parish councils.	HC29	Adopt updated procedures.	Dec-24
		HC30	Engagement with Town and Parish Councils on the new procedures and provide training the legislation generally.	Sep-24
Place, Assets & Commerclisation	10. Encourage community asset transfer enabling Town and Parish Councils to take on assets where there is a credible business case.	HC31	Number of applications coming forward and being considered as per adopted Community Asset Transfer procedure since April 2024.	Measure to be reported on half yearly
		HC32	Percentage of applications agreed as per adopted Community Asset Transfer procedure since April 2024.	Measure to be reported on half yearly
Planning / Place, Assets & Commercialisation	11. Produce and implement the Town Centre Masterplan for Cranbrook.	HC33	Masterplan approved and delivery plan in place.	Aug-24
		HC34	Performance against the delivery and action plan and key performance targets.	Progress to be reported annually
Planning	12. Adopt and apply a District Design Guide when considering new applications, to ensure that new developments are designed to a high quality and are locally distinctive.	HC35	Adoption and application of the district design guide.	Apr-25

Place, Assets & Commercialisation	13. Deliver our Leisure Strategy and action plan to improve access for residents to leisure facilities within the district.	HC36	Performance against the Leisure Strategy delivery and action plan and key performance targets.	Progress to be reported quarterly
Countryside & Culture	14. Deliver the Culture Strategy 2022-31 and action plan to improve access to cultural events for our residents.	HC37	Performance against the Culture Strategy delivery and action plan and key performance targets.	Progress to be reported quarterly
Planning	15. Work with and support other public bodies to ensure delivery of infrastructure such as schools, health centres and other facilities.	HC38	Publication of the annual infrastructure funding statement.	To be reported annually
		HC39	Making annual decisions on the spending of CIL monies.	To be reported annually
		HC40	Production of an Infrastructure Delivery Plan.	Dec-24
		HC41	Performance against the Infrastructure Delivery and action plan.	Progress to be reported annually

Theme – Sustainable Environment (SE)

StreetScene	17. Improve our recycling and re-use rates to increase our standing in the national league table from 6th nationally to 5th or higher, working to encourage even more reuse, reduction & recycling amongst our residents.	SE4	Increase position from 6 to top 4 in the national recycling league table.	Measure to be reported on annually
		SE5	Retain number 1 spot for the amount of residual waste our households produce.	Measure to be reported on annually
		SE6	Improve our recycling rate from 60.1%, aiming for 62 plus %.	Measure to be reported on quarterly

		SE7	Reviewing and adapting our service provision to include Government 'Simpler Recycling' legislative changes and collections contract replacement from 2026.	Mar-26
Planning	18. Develop planning policies that are working towards low carbon developments minimising their energy demands and encouraging sustainable travel such as integrated public transport and making walking and cycling the preferred means of travel in new developments.	SE8	Adoption of the Local Plan in the allocated time frame.	Dec-26
		SE9	Investment decision to be agreed.	Sep-24
Place, Assets & Commercialisation	19. Deliver the interconnector project to enable the decarbonisation of the two existing district heating networks through harnessing recoverable heat.	SE10	Large scale carbon savings - up to 17,000 tonnes per year.	Measure to be reported on annually
		SE11	Number of additional connections	Progress to be reported annually.
Countryside	20. Develop and implement strategies to protect important natural habitats and improve bio-diversity.	SE12	Develop and adopt an East Devon Local Nature Recovery Plan .	Dec-24
		SE13	Performance against the East Devon Local Nature Recovery action plan and key performance targets.	Progress to be reported quarterly
		SE14	Develop and adopt an East Devon Tree Strategy.	Mar-25
		SE15	Performance against the East Devon Tree Strategy action plan and key performance targets.	Progress to be reported quarterly
Planning / Countryside	21. Ensure that new housing developments deliver bio-diversity net gain, habitat mitigation and incorporate features to support wildlife and plant life and protect existing habitats.	SE16	Monitor performance of the key performance measure's to be reported to DEFRA.	Progress to be reported annually

Planning	22. Use our planning policies to encourage the re-development of suitable brownfield sites within our urban areas.	SE17	Proportion of new homes being built on brownfield sites.	Measure to be reported on annually
Planning	23. Develop planning policies to ensure that new developments are located so that they are not as susceptible to the impacts of coastal change or flooding	SE18	Adoption of the Local Plan in the allocated time frame.	Progress to be reported annually.

Theme – Resilient Economy (RE)

Planning	24. Develop planning policies that enable our high streets and town centres to adapt to economic change.	RE1	Adoption of the Local Plan in the allocated time frame.	Dec-26
Place, Assets & Commercialisation	25. Utilise the Place & Prosperity Fund along with other external funding sources to deliver investment / place making projects.	RE2	Growth dividend value as a percentage of investment.	Measure to be reported on annually
Planning	26. Develop an Economic Development Strategy and action plan, in consultation with the business community.	RE3	Performance against the Economic Development Strategy action plan and key performance targets.	Progress to be reported annually
Place, Assets & Commercialisation/ Planning	27. Increase the supply of available employment sites and premises by investing to overcome barriers to delivery. Also develop planning policies and allocate land for new employment spaces and retain current employment land.	RE4	Increase in the amount of viable and available employment land in the district to serve existing and projected need, as reported in the annual employment land monitoring report.	Measure to be reported on annually.

Place, Assets & Commercialisation/ Planning	28. Deliver a programme of investments to support the accelerated delivery of new commercial space across the four sites that make up the Exeter and East Devon Enterprise Zone designation.	RE5	Quantum of new floorspace and employment opportunities delivered.	Measure to be reported on annually.
		RE6	Value of retained business rate income.	Measure to be reported on annually.
		RE7	Contribution to achievement of Clean Growth vision	Measure to be reported on annually.
Place, Assets & Commercialisation/ Planning	29. Support the development of Exeter Airport as a hub of a future flight innovation zone to help support the decarbonisation of the aviation industry and the growth of emerging technologies.	RE8	Number of jobs, training and apprenticeship places created.	Measure to be reported on annually
Countryside	30. Adopt the East Devon and Blackdown Hills National Landscape (NL) Management Plans 2025-2030.	RE9	Development and adoption of the Management Plans	Mar-25
		RE10	Performance against the National Landscapes management delivery plan and key performance targets reported on by the National Landscape's Partnerships as part of their annual Business Plan.	Progress to be reported annually
Countryside/Planning	31. Implement the Tourism Strategy to ensure development of high quality, inclusive, and sustainable culture and tourism offers.	RE11	Performance against the Tourism Strategy action plan	Progress to be reported annually
Place, Assets & Commercialisation	32. Delivery of infrastructure projects across the district through Placemaking plans.	RE13	Delivery of the Exmouth Placemaking action plan.	Progress to be reported half yearly

Theme – Quality Services (QS)

Planning	34. Support the production of neighbourhood plans across the district providing technical support and helping communities to access funding.	QS7	Number of made neighbourhood plans per year	Measure to be reported on quarterly
Place, Assets & Commercialisation	37. Adopt and deliver a new Asset Management Strategy to ensure our building are used efficiently.	QS11	Adoption of the strategy	Sep-24
		QS12	Delivery of Asset Management Strategy action plan and reporting of key performance measures	Progress to be reported quarterly
		QS13	Delivery against capital receipts target identified	Measures to be reported quarterly
Place, Assets & Commercialisation	46. Unlocking stalled employment sites owned by us, including, Hayne Lane Honiton, Clyford Road Seaton, Harepath Road Seaton and Cloakham Lawns Axminster.	QS32	Progress will be monitored by the Senior Leadership Team and the Budget Setting & Capital Allocations Panel.	Reported as projects for BSCAP quarterly
		QS33	Performance against key performance targets including workspace and job creation.	Progress to be reported annually.
Place, Assets & Commercialisation	42. Play a leading role in influencing the development of the proposed devolution deal for Devon and Torbay	QS23	Respond to consultation on draft proposals, ensuring key messages are shared across the Devon Districts Forum.	Mar-25
		QS24	Influence terms of reference for proposed Team Devon joint committee and thematic topic groups.	Oct-25
		QS25	Ensure that potential projects feature in the development of an	Jun-25

			investment pipeline with Homes England.	
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Section 2.2 Directorate Objectives - cross directorate objectives / projects

Services involved	2.2 Cross Directorate objectives / projects we will deliver in 2024/25 which support the Council Plan Priorities to be monitored within directorates	Financial/ corporate resource	Lead Officers	Due Date
StreetScene Recycling & Waste, Place Assests and Commercialisation, Housing & Health, Finance, Governance & Legal	<p>1. Recycling & Waste Future Operations Delivery Models – Preparing for and implementing preferred option for contract replacement and future service delivery from July 2026 alongside industry adjustments arising from Environment Act, Collection & Packaging Reforms (CPR) (Simpler Recycling, EPR & DRS) & Emissions Trading Scheme.</p> <p>This initiative will involve collaboration between various council directorates to ensure a comprehensive and cohesive approach to service delivery. The primary objective is to align operations with the Council Plan Priorities, focusing on sustainability and efficiency and providing strategic opportunities regionally.</p> <p>Includes:</p> <ul style="list-style-type: none"> - Considering a detailed business case for preferred option alongside a programme of activity to ensure successful implementation which will be overseen by Member Working Group. 	Implementation budget secured from Transformation Fund, Capital & General fund	Assistant Director – StreetScene / Interim Corporate lead – Recycling & Waste / Recycling & Waste Service Manager	1 Jul 2026

	<ul style="list-style-type: none"> - Changes to Government funding and Scheme Administrator. - Transformation of delivery underpinned by environmental services software, fleet & CORE replacement (Strata business plan). - Review of depot requirements and investment required. - Decarbonisation of fleet & associated infrastructure requirements <p>Phase 1 – Recycling & Waste Anchor contract</p> <p>Phase 2 – StreetScene Operations</p>			
Place, Assets & Commercialisation, Finance, Governance & Legal	<p>2. Review of Leisure Service Delivery – strategic service review in the context of the need to deliver the Leisure Strategy 2021-2031. Requirement to ensure financial sustainability was flagged as part of the recommendations arising from the Corporate Peer Challenge. A series of workshops have been held during 2024. Further work will be undertaken to ensure that a review of options moving forward is supported by a detailed cost benefit analysis. Programme of work will be overseen by Leisure Strategy Delivery Forum.</p>	Budget secured from Transformation Fund to support financial and legal assessment.	Assistant Director – Place, Assets & Commercialisation, Senior Leisure Officer	June 2025 – Review of Options

Planning Strategy & Development Management – all Directorates	<p>3. Local Plan Review – the Local Plan has a key role to play in supporting the realisation of a wide number of the objectives of the Council Plan. The current review will roll planning horizons forward to 2042. There is a strict timetable to ensure that the draft Plan reaches Regulation 19 stage and is submitted to the Planning Inspectorate to be examined under National Planning Policy Framework (Dec. 2023). Key stages are as follows;</p> <ul style="list-style-type: none"> – Regulation 19 consultation – Submission for Examination – Examination hearing sessions – Modifications consultation – Inspector’s report <p>Adoption of the Plan is anticipated by the end of 2026.</p>	Existing budget including reserve for the Examination	Assistant Director – Planning Strategy & Development Management	Submission of Plan for Examination – Autumn 2025
Place, Assets & Commercialisation, Planning, Finance, Governance & Legal	<p>4. Delivery vehicle for the second new town - A key proposal in the draft Local Plan is to bring forward a second new community. This will grow to be an equivalent size to Cranbrook. There is a key driver to apply the learning from the delivery of Cranbrook to date, including in terms of establishing an assertive delivery model from the outset.</p> <p>This objective will see the completion of the business case for a delivery vehicle. Subject to the consideration of this by Cabinet, the delivery vehicle</p>	Budget for the development of the masterplan and business case is included in the Mid Term Financial Plan.	Director of Place, Assistant Director – Planning Strategy & Development Management, Corporate Lead Major Programmes and Projects	Completion of masterplan/business case Summer 2025

	can then proceed to establishment, ideally with the support of national government.			
Place, Assets & Commercialisation, Planning, Finance, Governance & Legal	<p>5. Develop and implement placemaking strategies for key towns – Placemaking plans will help establish a vision for future development and regeneration activity and serve as a road map for creating vibrant, inclusive and sustainable communities. It is vital that these plans are developed in conjunction with key stakeholders. Priorities moving forward are to;</p> <ul style="list-style-type: none"> – Complete the Placemaking Plan and associated delivery plan for Exmouth ensuring that it is endorsed by both Exmouth Town Council and Devon Council. – Support continued delivery against the adopted Devon Place Board Regeneration strategies for Seaton and Axminster. – Develop Placemaking Strategies for Honiton and Ottery St Mary. 		Assistant Director – Place, Assets & Commercialisation Corporate Lead Major Projects & Programmes	<p>July 2025</p> <p>Ongoing</p> <p>March 2026</p>
Place, Assets & Commercialisation – All	<p>6. Implementation of the Asset Management Plan – This will help to ensure that our assets are fit for purpose (performing financially and non-financially), adhere to our climate change commitments, and generate revenue or capital receipts where</p>	Borrowing Revenue and capital receipts	Assistant Director – Place, Assets & Commercialisation	March 2026

	<p>appropriate. The new Asset Management Plan will specifically address the requirement to review the existing Community Asset Transfer procedure to ensure that the Council is successful in divesting itself of assets where there is a compelling business case to do so, reflecting at its core what is best for the communities that use those assets.</p>			
Countryside - All	<p>7. Strategic response to Environment Act BNG & nature recovery – the Council declared a biodiversity emergency in 2023 which followed the climate emergency declaration in 2019. The Environment Act is bringing forward new areas of responsibility that will help to aid nature recovery, such as in relation to biodiversity net gain (BNG). This is alongside ongoing activity to safeguard the integrity of existing habitat sites.</p> <p>In order to bring this activity together a Local Nature Recovery Plan will be developed for East Devon. This will identify the district's priority habitats and species that will form part of a targeted Biodiversity Opportunities Map that can be delivered through BNG contributions. This will enable the creation of an enhanced Nature Recovery Network across the district.</p> <p>The delivery of the East Devon Tree, Hedge & Woodland Strategy (THaWS) 2024-2034 will also nest</p>	<p>BNG contributions</p> <p>S106 contributions</p> <p>Lottery Funds/Nature Recovery</p>	Assistant Director – Countryside & Leisure	Local Nature Recovery Plan – May 2026

	<p>within this objective. This will include working with multiple internal teams to achieve increased tree canopy cover from 21% to 30%; developing a Supplementary Planning Document for Trees; working with local communities to scale up Tree Warden scheme; linking the outcomes of THaWS to EDDC Climate Change Strategy targets.</p>			
All	<p>8. Climate change mitigation and adaptation – the Service has an important role to play in helping to deliver the Climate Change Strategy. This includes in both mitigating carbon emissions and in adapting to the increasing impact of climate change.</p> <p>In relation to mitigation the decarbonisation of our fleet, buildings and operations is a key area of focus. Specific activity will include;</p> <ul style="list-style-type: none"> – Developing a Fleet Decarbonisation plan - Completing an electric/renewable energy fleet plan with assistance from SWEEG, including consideration of charging points and staff payments. – Machinery & procurement – reviewing how emissions associated with our machinery and procurement processes can be reduced – Engineering schemes – reducing the impact of our engineering schemes, for example by 	<p>General fund Capital Programme External funds e.g. from Environment Agency</p>	<p>Assistant Director StreetScene, Assistant Director Place, Assets & Commercialisation, Fleet & Equipment Manager</p>	<p>2025 & timelines as set in Climate Change Action Plan</p>

	<p>seeking nature-based solutions (LORP) or lower carbon coastal protection products.</p> <ul style="list-style-type: none"> – Corporate assets – including through improving energy efficiency and seizing opportunities for renewable energy production – District Heat Networks – through moving forward with the implementation of the Interconnector Project to decarbonise heat networks in the West End of the District <p>In relation to adaptation key projects will include;</p> <ul style="list-style-type: none"> – Bringing forward coastal defence schemes – including Beach Management Plans for Exmouth, Budleigh Salterton, Sidmouth and Seaton – Reviewing standards of protection for coastal defence engineering schemes, alongside consideration of lower carbon engineering, nature-based solutions or coastal change where appropriate. – Reviewing resource and service delivery related to more frequent storms and repairing damage/clean ups and longer active seasons 			
Culture – Governance & Legal, Finance	9. Review of culture provision - undertake a high level review to understand opportunities for improving income generation; to include key teams such as	Transformation Fund	Director – Place	June 2025

	Events, Communications and Strata to identify enabling a corporate approach to marketing, sales and events to customer facing teams.		Assistant Director – Countryside Assistant Director – Streetscene Cultural Producer THG Manager	
Place, Planning, Governance & Legal, Finance	10. Review approach to stewardship – this relates to public amenities coming forward as part of major new development. The review is prompted by the findings of a recent Competition and Market Authority review of the housebuilding market which found significant detriment to residents arising from the rise of private management companies. The review will consider how alternative models can be brought forward that are driven by creating social value whilst still maintaining financial sustainability. This will be developed in a to a new stewardship strategy.	Transformation Fund s106/CIL	Director – Place Assistant Director – Planning	June 2025

Section 2.3 Service level objectives / projects

Service	2.1 Service level objectives / projects we will deliver in 2024/25 which support the Council Plan Priorities to be monitored within directorates	Financial/ corporate resource	Lead Officers	Due Date
PAC/StreetScene	<p>1. Review of depot provision to ensure facilities are in the best locations, incorporate renewable energy, efficiency measures, infrastructure to unlock further service decarbonisation and specifications which are fit for future service provision.</p> <ul style="list-style-type: none"> - Completion of depot review options appraisal - Value engineering and funding review - Investment plan & delivery plan - Oversight by Member working group 	Capital programme & significant investment	<p>Project Manager - PAC</p> <p>Streetscene - Projects Officer</p>	Summer 2025
StreetScene Operations	<p>2. Sustainable management and development of green spaces</p> <ul style="list-style-type: none"> - Development of Managing Spaces for Wildlife Policy to improve Biodiversity, to nest with the Nature Recovery Plan; includes perennial planting, landscape design reviews and trees. - Support and develop Nature Towns and Cities grant application across Place team to improve nature interconnectedness of sites. - Review management practices and machinery to tie into fleet decarbonisation. 	General fund	<p>StreetScene Operations Manager / Parks & Green Space Improvement Officer / Horticulture Technical Officer</p>	<p>Spring 2025</p> <p>Summer 2025 & ongoing/TBC</p>

StreetScene Operations	<p>3. Delivery of an Environmental Services software management system. The project will enable the analysis of work schedules, efficiency and routing of operations. Essential tools to inform future resource requirements to meet demand growth and prove effective operation to achieve government Scheme Administrator payments as part of Simpler Recycling Environment Act requirements.</p> <ul style="list-style-type: none"> - Includes review of bill of quantity, mapping and scheduling information - Incorporation into Strata business case - Review of Operating models and resources following Software project. 	General fund	StreetScene Operations Manager, Projects Officer & Corporate Business Analyst	Spring 2025 – Spring 2026
StreetScene Engineers	<p>4. Protecting communities from coastal and fluvial impacts and providing protection schemes</p> <ul style="list-style-type: none"> - Sidmouth Beach Management Plan (BMP) & Beach Management Scheme (BMS) - Seaton BMP & BMS - Exmouth BMP & Seawall repair - Feniton FAS final phase (Flood Alleviation Scheme) - Budleigh BMP 	<p>Capital programme through BSCAP</p> <p>General fund</p>	Engineering Projects Manager / Assistant Director	<p>Deadlines tracked for each scheme in performance reporting</p> <p>Sidmouth – 26/27</p> <p>Seaton – 25/26</p> <p>Exmouth – 2025</p> <p>Feniton – 24/25</p>

StreetScene R&W	<p>5. Circular Economy package ‘Beyond Recycling’ and Zero waste future communities</p> <ul style="list-style-type: none"> - Review development of Government ‘Beyond Recycling’ guidance and plan service changes to instil circular economy principles into our waste management. - Plan engagement and communications to improve awareness of Refuse, Reduce & Reuse principles, moving waste up the hierarchy and reducing overall waste volumes. - Review options and opportunities for zero waste communities and feed into New Community planning. - 	General fund	Recycling & Waste Service Manager	2025-26 timelines tbc beyond this regarding government policy.
Countryside	6. Delivery of Natural Seaton project – inter tidal habitat creation at southern end of Wetlands, interpretation linking Seaton Jurassic, Tram & Wetlands	HLF Revenue & capital	Countryside Manager	Start March 2025 Completion - TBC
Countryside	7. Adoption and creation of new Local Nature Reserve – Offwell Woods as part of suite of EDDC LNRs; set up new volunteer group, develop events & school programme and link to Nature Recovery targets	Revenue	Countryside Manager	LNR adoption – April 2025 On going management
Countryside	8. Lead the implementation of the Nutrient Neutrality scheme for the River Axe - appointment of project	Defra Nutrient Neutrality Fund Round 2	District Ecologist	Start - March 2025 Completion - 2030

	team, SLA with West Country Rivers Trust to design and deliver nutrient mitigation scheme etc			
Countryside	9. Creation of Clyst Meadows SANGs – implement the design and schedule of works for the site working in collaboration with the Green Infrastructure Manager and Braodclyst Parish Council	S106 Revenue & capital funds	Countryside Manager Green Infrastructure Manager	Start March 2025 Completion TBC
Ecology	10. Creation of habitat scheme for East Devon DC – put in place legals, templates, registration process and site identification.	Revenue	District Ecologist	Start March 2025 Completion TBC as specialist legal advice required
Culture	11. Delivery of Arts Council England – Our Wild & Changing Estuaries project (if successful) working with 3 local museums, local primary & secondary schools in Exmouth, Seaton and Budleigh Delivery of Arts Council England - Create our Space project. Working with young people, delivery workshops, schools workshops, events and attending festivals.	Arts Council England (awaiting) Arts Council England (awarded)	Cultural Producer THG Manager	April 2025 - March 2026 April 2025 – March 2026
Development Management	12. Review the operation of planning enforcement - to ensure that systems and processes are up to date and effective and a co-ordinated approach both within the service and with other service areas is being adopted. This to include likely future demand, for example arising from biodiversity net gain monitoring.	Legal Environmental Health	Development Manager	Summer 2025

Development Management, Planning Policy, Building Control	13. Develop a talent management strategy - to help address recruitment and retention issues and ensure that we have the skilled built environment professionals we need now and, in the future,	Human Resources Finance	Assistant Director	Spring 2025
Development Management	14. Ensure the effective deployment of CIL and s106 monies – this will include design and roll out of new guidance and process for the spend of S106 monies by town and parish councils.	Finance Revenues and Benefits Legal	Development Manager	Spring 2025
Development Management and Planning Policy	15. Improve engagement with Parish and Town Councils – to ensure that they are aware of the work of the service including new legislative requirements. Develop and implement a programme of training and engagement on planning issues.		Development Manager and Planning Policy Manager	On-going
Development Management	16. Enable the delivery of Cranbrook - to work with developers, the community and infrastructure providers to support and enable the continued delivery of the Cranbrook new community including delivery of a fit for purpose town centre, upgrading of the London Road and delivery of schools and other infrastructure alongside homes and jobs.	Legal Place, Assets and Commercialisation	Development Manager and New Communities Manager	On-going

Place, Assets & Commercialisation	17. Deliver outcomes of Public Toilets Review – namely disposal of Category B and C sites with investment in Category A sites alongside delivering Changing Places facilities.	Additional capital funding through BSCAP will be required to complete the CAT A investment works	Assistant Director – Place, Assets & Commercialisation CAT B& C's - Estates Team Lead CAT A's - Property & FM Team Lead	Final disposal of CAT B & C sites by June 2025. Completion of CAT A sites by end of 2026/27.
Place, Assets & Commercialisation	18. Interconnector Project – completion of the full business case enabling a final investment decision to be made. This will then enable the project to proceed to construction which will take circa 18 months to complete.	Project part funded through HNIP Grant / Loan / S106 contribution / Enterprise Zone Grant funding. Additional funding will be required through EDDC borrowing to deliver the project	Corporate Lead – Major Projects & Programmes	Final investment decision Spring 2025 Completed scheme December 2027
Place, Assets & Commercialisation	19. Exmouth Area Country Park – delivery of up to 40 ha of Country Park (Suitable Alternative Natural Greenspace (SANG)) in the Exmouth area	Project fully funded through CIL/ S106 contributions	Corporate Lead – Major Projects & Programmes	Options appraisal will be completed in Summer 2025
Place, Assets & Commercialisation	20. Deliver Playing Pitch Audit– Involves setting strategic context, gathering supply information and views, demand information and views, understanding how sites are being used, develop the current picture	Additional Funding will be required to deliver the action plan.	Assistant Director – Place, Assets & Commercialisation	July 25

	of provision, identifying the key findings and issues, resulting in developing recommendations and action plan.		Senior Leisure Officer	
Place, Assets & Commercialisation	21. Lead delivery of the Enterprise Zone programme - including delivery of projects identified in the refreshed Implementation Plan that support delivery of the EZ sites	Programme fully funded through Enterprise Zone Programme with capital programme of circa £20m	Corporate Lead – Major Projects & Programmes	Delivery of Cranbox scheme – Summer 2025
Place, Assets & Commercialisation	22. Unlocking stalled employment sites – develop a programme of investment to bring forward stalled employment sites in the Council’s ownership including Hayne Lane at Honiton, Cloakham Lawns at Axminster and Harepath Road, Seaton.	Place & Prosperity Fund	Assistant Director – Place, Assets & Commercialisation Corporate Lead – Major Projects & Programmes	March 2026
Place, Assets & Commercialisation	23. Implementation of Office Accommodation strategy	Additional resource likely to be required to deal with disposals/lettings of surplus space	Assistant Director – Place, Assets & Commercialisation Estates Team Lead	Summer 2025
	Service actions relating to climate change	Financial/ corporate resource	Lead Officers	Due Date
Countryside	25. Implementation of East Devon Trees, Hedge & Woodland Strategy 2024 – 2034 that will help enable the planting of new woodland, create new areas of	General Fund	Assistant Director - Countryside & Leisure	On going target linked to the Strategy

	natural regeneration that will help to sequester carbon.		Countryside Manager, Parks & Green Space teams - Streetscene	
THG	26. Carbon literacy training for the team and the continued Climate Conversation programming and focus on the climate emergency through programming, interpretation and building management.	General Fund	THG Manager	Annual programme

Section 3 – What we will measure in 2025-26: Performance targets

Service	3.1 Service performance indicators Also include any performance indicators that support the council plan (Indicators from the plan have been added as a starting point)	Target	How often – monthly, quarterly, bi-annually, annually	Responsible officer
Each Team will produce a score card, that describes the customer journey through the service, including key performance indicators, income maximisation and generation information and a summary/narrative demonstrating the monthly position reasoning with a quarterly and annual position statement provided.				
Place, Assets & Commercialisation	Number of applications coming forward and being considered as per adopted Community Asset Transfer procedure since April 2024.		Half yearly	AD Place, Assets & Commercialisation/ Estates Team Lead
Place, Assets & Commercialisation	Percentage of applications agreed as per adopted Community Asset Transfer procedure since April 2024.	60%	Half yearly	AD Place, Assets & Commercialisation/ Estates Team Lead
Streetscene	Increase position from 6 to top 4 in the national recycling league table.	4 th Nationally	Annually	AD Streetscene / Recycling & Waste Service Manager
Streetscene	Retain number 1 spot for the amount of residual waste our households produce.	1 st Nationally	Annually	AD Streetscene / Recycling & Waste Service Manager

Streetscene	Improve our recycling rate from 60.1%, aiming for 62 plus %.	62%	Annually	AD Streetscene / Recycling & Waste Service Manager
Place, Assets & Commercialisation	Interconnector Project - Large scale carbon savings	up to 17,000 tonnes per year.	Annually	AD Place Assets & Commercialisation
Place, Assets & Commercialisation	Number of additional connections to the district heating network	Up to 4,000 additional homes	Annually	AD Place Assets & Commercialisation
Place, Assets & Commercialisation	Growth dividend value as a percentage of investment.	Quantum of new floorspace delivered, NNDR income	Annually	AD Place Assets & Commercialisation
Place, Assets & Commercialisation	Quantum of new floorspace and employment opportunities delivered through EDDC owned assets.	Quantum of new floorspace delivered	Annually	AD Place Assets & Commercialisation
Planning	Number of made neighbourhood plans per year		Annually	AD Planning Strategy & Development Management
Place, Assets & Commercialisation Service	Estates – Rent Roll / % increase since 1 st April (of that year)	3%	Annual	Senior Estates Surveyor

Place, Assets & Commercialisation Service	Estates – Vacant Assets	Less than 5	6 monthly	Senior Estates Surveyor
Place, Assets & Commercialisation Service	Estates – Capital Receipts (in financial year)	£200,000	6 monthly	Senior Estates Surveyor
Place, Assets & Commercialisation Service	Estates – Instructions to Legal in quarter	More than 15	Quarterly	Senior Estates Surveyor
Place, Assets & Commercialisation Service	Property & FM - % of completed Firmstep maintenance requests in quarter closed	80%	Quarterly	Principal Building Surveyor
Place, Assets & Commercialisation Service	Health & Safety Compliance of General Fund buildings (%)	Less than 8% overdue	Quarterly	Principal Building Surveyor
Place, Assets & Commercialisation Service	Develop new performance targets agreed through new Asset Management Plan		Quarterly	Assistant Director – Place, Assets & Commercialisation
Place, Assets & Commercialisation Service	Business Rate income in Enterprise Zone area		Quarterly	Corporate Lead Major Programmes & Projects

Place, Assets & Commercialisation Service	Deployment of on and off-site measures in relation to Habitat Mitigation Strategy		Quarterly in line with agreed business plan	Corporate Lead Major Programmes & Projects
Streetscene	Average number of days taken to clear Fly tips.		Quarterly	StreetScene Operations Manager
Streetscene	Number of requests for toilet cleaning and maintenance.		Quarterly	StreetScene Operations Manager
Streetscene	Average number of days to respond to requests for toilet cleaning and maintenance.		Quarterly	StreetScene Operations Manager
Streetscene	Number of overdue grass-cutting cases.		Quarterly	StreetScene Operations Manager
Streetscene	Average time taken to deal with overdue grass cutting cases.		Quarterly	StreetScene Operations Manager
Streetscene	Number of street cleaning cases.		Quarterly	StreetScene Operations Manager
Streetscene	Average number of days taken to deal with street cleaning cases.		Quarterly	StreetScene Operations Manager
Streetscene	Review LEQSI EQ index quarterly reports		Quarterly	StreetScene Operations Manager
Streetscene	Number of events (requires Events App or similar software)		Quarterly	Events Officer
Streetscene	Income generation		Quarterly	Events Officer

Streetscene	NI191 Residual household waste in kg per household.	1 st nationally	Annually	Recycling & Waste Service Manager
Streetscene	NI192 Percentage of Household waste sent for reuse, recycling, and composting.	4 th nationally	Annually	Recycling & Waste Service Manager
Streetscene	Number of bin collections missed per 100,000 collections/households (all types – dry recycling and kitchen waste, refuse and garden).	Within contract threshold	Quarterly	Recycling & Waste Service Manager
Streetscene	Recycling & Waste collection contract KPIs. A suite of KPIs: total number of missed collections, total number of container deliveries not completed within 5 working days, total contractor complaints relating to littering & collections.	Within contract threshold	Quarterly	Recycling & Waste Service Manager
Streetscene	Green Waste customers and income	Target 21,600 customers.	Quarterly	Recycling & Waste Service Manager
Streetscene	Capital project delivery through improved project management system (RAG)			Engineering Projects Manager
Streetscene	Percentage of electric vehicles in fleet.	50% by 25/26	Annual	Fleet & Equipment Manager
Streetscene	Carbon reduction figures for EV vehicles, machinery and charge points, seek assistance from Strata for appropriate dashboard/software.	TBC	Annual	Fleet & Equipment Manager
Planning	Number of planning appeals allowed by the Planning Inspectorate contrary to the decision of EDDC	30%	Quarterly	Planning Practice Manager

Planning	Annual Housing Monitoring Report	To maintain a 5 year housing land supply	Annually	Technical Support and Monitoring Officer
Planning	Number of days taken to process local land charges property searches	5 days	Quarterly	Planning Practice Manager
Planning	Percentage of major planning applications determined within 13 weeks (or within an agreed extension of time)	60%	Quarterly	Planning Practice Manager
Planning	Percentage of minor and other planning applications determined within 8 weeks (or within an agreed extension of time)	70%	Quarterly	Planning Practice Manager
Planning	Percentage of planning applications determined under delegated powers.	90%	Quarterly	Planning Practice Manager
Economic Development	UKSPF/REPF spend	All monies spent in year	Annually	Economic Development Manager
Countryside & Leisure	Countryside school visits & events – numbers of groups and numbers of attendees	1,500 educational visit participants and 800 event participants	Annually	Countryside Manager

Countryside & Leisure	Site footfall at Seaton Wetlands	110,000 visitors logged by people counters	Annually	Countryside Manager
Countryside & Leisure	THG footfall, donations and income performance for each exhibition	10,00 visitors	Annually	THG Manager
Countryside & Leisure	THG events – numbers of events and numbers of attendees	150 events – inc Schools Workshops/ Workshops/ Talks/Festivals and Gallery Events 6,000 attendees	Annually	THG Manager