

# **Place Directorate Plan 2026-28**

**Version 2.0 April 2026 – March 2028**

**Director: Andy Wood Director of Place**

**Portfolio holders: Cllr Todd Olive – Place, Infrastructure and Strategic Planning, Cllr Paul Hayward – Economy & Assets, Cllr Geoff Jung – Environment – Operations, Cllr Richard Jeffries – Environment – Nature & Climate, Cllr Nick Hookway - Culture, Leisure, Sport and Tourism, Cllr John Loudoun – Council, Corporate and External Engagement, Cllr Sam Hawkins - Finance**

## **Directorate Plan 2024-2028 (Version 2.0 for year 2026-28)**

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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 2026-27 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, Environment & Ecology Service**

Enhances East Devon's natural environment and cultural ecosystem through conservation and community enrichment. Key strategies include the East Devon Trees, Hedge and Woodland Strategy 2024-2034, South East Devon Habitat Wildlife Joint Habitats Sites Mitigation Strategy 2025 – 2030 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 alongside delivering new green infrastructure and protecting key habitat sites.

### **Place, Assets and Leisure Service**

Focuses on place-making and asset management to enhance communities and the 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. Promotes sustainable growth including through managing the delivery of major programmes and projects, including the Enterprise Zone designation. Manages the Council's portfolio of car parks. Prioritises sustainability and collaboration with a wide range of partners.

### **Planning Strategy and Development Services**

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 the delivery of major projects and programmes 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, public conveniences, grounds & tree maintenance, beach management, recycling and waste collection, engineering infrastructure projects, fleet management, emergency response work, and event logistics. Focuses on climate impact and high-quality service delivery amidst growing demand.

### **Outlook to April 2028**

The work of the Place Directorate is diverse, spanning front line service delivery to setting strategic policy. The backdrop of Local Government Reorganisation and the expected formation of new unitary authorities in April 2028 necessarily has a significant bearing on the activities contained within this Directorate Plan. This ranges from progressing key strategic initiatives to detailed implementation planning and staff development to ensure that services and staff are in the best possible position to transition to a new authority.

Furthermore, the financial challenges facing the Council arising from the impact of the Fairer Funding Review creates further complexity. There is an ongoing need to find savings over the next two years and yet there are mounting service pressures, not least in relation to the growing population of the District, which impacts upon the Streetscene service in particular. Asset disposal has a potential role to play in relation to the Mid Term Financial Strategy and helping to set a balanced budget. There is also an enthusiasm from parish and town councils for a reinvigorated approach to community asset transfer. These areas of work all need to be approached in a responsible, transparent and consistent manner and will require additional resource.

A particular challenge is to maintain high standards of service delivery as part of a business-as-usual approach whilst also progressing multiple transformational projects and programmes. The FTE and budgetary resources of the directorate are largely fully utilised in providing day to day services. In some areas such as Streetscene, our services are working at 120%, impacting our ability to deliver BAU, without the required capacity to meet necessary transformational programmes. The transformational programmes or major projects include the following;

- Ensuring that the Local Plan is submitted to the Planning Inspectorate for Examination by June 2026 [Resourced]
- Ensuring the transition of the recycling and waste service from Suez to the new LATCo by the 1<sup>st</sup> July 2026 to enable continuity of service delivery [Partially resourced]
- Completing the re-procurement of an operator for the Council's leisure assets to enable continuity of service delivery from January 2027 and also delivery of a new Leisure Centre at Cranbrook [Partially resourced]
- Establishing a locally-led development corporation by March 2027 to deliver the major growth programme in the West End of the District including the second new community of Marlcombe [Partially resourced]?
- Ensuring asset disposals to help set a balanced budget but also addressing budget and legacy through community asset transfer [Resource pressure]

These are all complex and involved areas of work, some with a national profile, that need careful project management, rigorous governance and wider stakeholder engagement. Deadlines are immovable and critical paths need to be maintained. Successful delivery relies heavily on an effective corporate approach including support from the legal, finance and HR services along with a corporate approach to programme management.

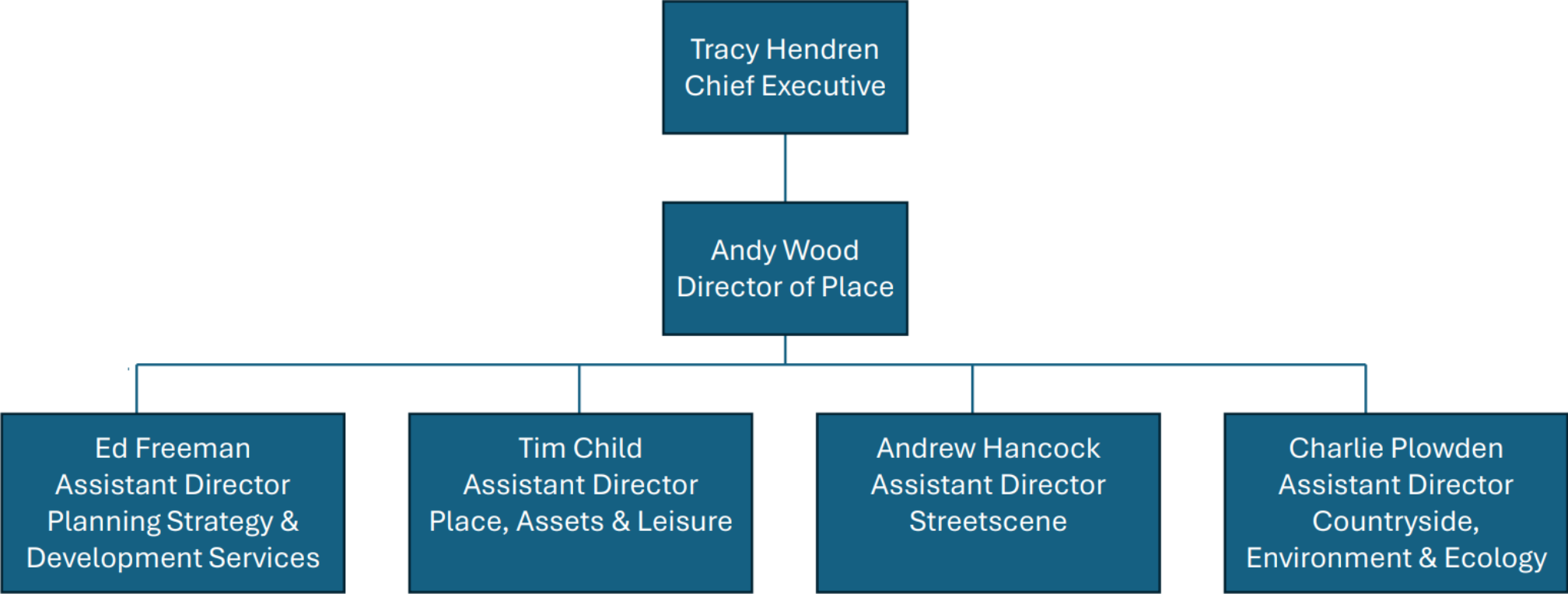
In addition to this there is a significant capital programme. Recent high-profile projects have included flood defence works at Feniton and beach management works at Exmouth and Seaton, the latter benefiting from the Council's partnership with Bournemouth, Christchurch & Poole Council through South West Flood & Coastal. The further scheme at Sidmouth together with the planned leisure centre at Cranbrook and decarbonisation of district heating together amount to a nearly £100m programme.

The above highlights the key challenges that the Directorate Plan needs to address. The position in relation to LGR will remain ambiguous and uncertain until a decision is reached by the Secretary of State as to the preferred way forward, expected to be July 2026. The current ambiguity inhibits key areas of strategic planning and decision making, for example in relation to depot provision. The number of key projects and programmes, all needing to be delivered in addition to business-as-usual activity, is also stretching both capacity and capabilities available within the Directorate and beyond. Careful prioritisation is required to ensure resources are aligned and matched to these, that overall workloads remain manageable, and that key deadlines are met and that ultimately there is a smooth transition to a new authority.

In some areas within the Directorate and across the organisation this requires more resource, and a rigorous approach to efficiency and limiting new areas of work outside of those agreed in the plan. The Directorate Plan therefore also identifies the areas of work that will be stopped or reduced to ensure that the overall programme of activity is achievable.

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Place Directorate Structure



## Section 2.1 Supporting the Council Plan

### Theme – Homes & Communities (HC)

Action ID	Key action	ID	Measure of success	Timeframe
CPA 2.	2. Establish a master plan and delivery vehicle for the proposed new community in East Devon, bringing 3,300 new homes by 2042.	HC7	Completion of Master Plan.	Complete
		HC8	Completed business case.	30/06/2026
		HC9	Establishment of a delivery vehicle for the delivery of the new community and wider growth area, including an interim delivery vehicle.	31/03/2027



CPA 7.	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.	31/12/2027
		HC24	Consultation on the key elements of the draft local plan .	Completed
		HC25	Consultation on final draft of the local plan.	01/02/2026
		HC26	Submission of the local plan for examination.	12/06/2026
		HC27	Adoption of the Local Plan in the allocated time frame.	31/12/2027
CPA 8.	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

CPA 9.	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.	30/06/2026
		HC30	Engagement with Town and Parish Councils on the new procedures and provide training the legislation generally.	Measure to be reported on quarterly
CPA 10.	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.  Building on responses to initial round of exploratory work with Town Councils on appetite for asset transfer, along with an internal asset review challenge and consideration of resource, financial and governance implications, a report to Cabinet with a Project Initiation Document, role of a Portfolio Holder Working Group, resource ask and outline programme.	Measure to be reported on half yearly

CPA 11.	11. Produce and implement the Town Centre Masterplan for Cranbrook.	HC33	Masterplan approved and delivery plan in place.	Masterplan completed Delivery plan in progress
		HC34	Performance against the delivery and action plan and key performance targets to include; Delivery of Cranbox scheme Progression of health and wellbeing hub including leisure centre	Progress to be reported quarterly through the Cranbrook Placemaking Group
CPA 12.	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.	31/09/2026
CPA 13.	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
CPA 15.	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
		HC41	Performance against the Infrastructure Delivery and action plan.	Progress to be reported annually

### Theme – Sustainable Environment (SE)

CPA 17.	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 59.65%, 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. - Mobilise and embed service provider change to LATCo. Participation and engagement communications to manage a smooth service transition.	01/03/2026-2027
CPA 18.	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.	31/12/2027
		SE9	Investment decision to be agreed.	Measure to be reported on quarterly
CPA 19.	19. Deliver a project that enables the decarbonisation of the two existing district heating networks through harnessing recoverable heat.	SE10	Scale of carbon savings subject to final scheme design	Measure to be reported on annually
		SE11	Number of additional connections	Progress to be reported annually.

CAP 20.	20. Develop and implement strategies to protect important natural habitats and improve bio-diversity.	SE13	Performance against the East Devon Local Nature Recovery action plan and key performance targets.	Progress to be reported annually

		SE15	Performance against the East Devon Tree Strategy action plan and key performance targets.	Progress to be reported annually
		SE16	Monitor performance of the key performance measure's to be reported to DEFRA.	Progress to be reported annually
CPA 21.	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.	SE17	Proportion of new homes being built on brownfield sites.	Measure to be reported on annually
CPA 22.	22. Use our planning policies to encourage the re-development of suitable brownfield sites within our urban areas.	SE18	Adoption of the Local Plan in the allocated time frame.	31/12/2027

CPA 23.	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			
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### Theme – Resilient Economy (RE)

CPA 24.	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.	31/12/2027
CPA 27.	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.



CPA 28.	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.
CPA 29.	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
CPA 30.	30. Adopt the East Devon and Blackdown Hills National Landscape (NL) Management Plans 2025-2030.	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
		RE11	Performance against the Tourism Strategy action plan	Progress to be reported annually

CPA 32.	32. 32. Delivery of infrastructure projects across the district through Placemaking plans.			
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### Theme – Quality Services (QS)

CPA 34.	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
CPA 36.	36. Increase the amount of external grant funding secured to support a wide range of projects across the district.	QS10	Figures and measures from BidSmart.	Measures to be reported quarterly
CPA 37.	37. Adopt and deliver a new Asset Management Strategy to ensure our building are used efficiently.	QS11	Adoption of the strategy	TBC
		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
CPA 42.	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.	Progress to be reported quarterly
		QS24	Influence terms of reference for proposed Team Devon joint committee and thematic topic groups.	01/06/2026
		QS25	Ensure that potential projects feature in the development of an investment pipeline with Homes England.	Complete
CPA 46.	46. Unlocking stalled employment sites owned by us, including, Hayne Lane Honiton, Colyford 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 acknowledging that it might be most appropriate to deliver these outputs through commercial disposal and with private sector bringing forward.	Progress to be reported annually.

## Section 2.2 Directorate Objectives - cross directorate objectives / projects

Services involved	2.2 Cross Directorate objectives / projects we will deliver in 2026-27 which support the Council Plan Priorities to be monitored within directorates	Financial/ corporate resource	Lead Officers	Due Date
	<p>LGR implementation/preparation:</p> <p>Following submission of our LGR preferred model in November we will be engaging colleagues in wider Devon councils to explore areas of joint working or policy harmonisation to help create a smooth transition towards unitary local government</p>	TBD	Andy Wood	September 2026
	<p>LATCo Recycling &amp; Waste:</p> <p>The Suez contract ends in July 2026 and the development of the new LATCo involves the support of various services across the Council which are either leading or part of a variety of workstreams</p>	<p>Project Implementation</p> <p>Budget £970k</p>	Andrew Hancock	July 2026
	<p>Community Asset Transfer:</p> <p>The council is exploring the potential for a focussed CAT programme that supports the Councils MTFS objectives, augmenting financial savings targets but also releasing local council</p>	<p>Project Budget TBD but includes residual Toilet Refurbishment Budget</p>	Tim Child	March 2028

	capacity and investment. This impacts a variety of wider council service areas.				
Objectives from 2025/26 for review and continued inclusion in 2026/27					
StreetScene Recycling & Waste, Place Assets and Commercialisation, Housing & Health, Finance, Governance & Legal	<p><b>1. Recycling &amp; Waste Future Operations Delivery Models</b> – Implementing preferred option (LATCo) for contract replacement and future service delivery from July 2026 alongside industry adjustments arising from Environment Act, Collection &amp; Packaging Reforms (CPR) (Simpler Recycling, EPR &amp; DRS) &amp; 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"> <li>- Delivery in line with detailed business case for preferred option alongside a programme of activity to ensure successful implementation which will be overseen by Shareholder Committee.</li> </ul>	Implementation budget secured from Transformation Fund, Capital & General fund	Assistant Director – StreetScene / – Recycling & Waste / Client Contract Manager	1 Jul 2026	Establishment of LATCo now being progressed in line with defined programme  27/28

	<ul style="list-style-type: none"> <li>- Changes to Government funding and Scheme Administrator.</li> <li>- Transformation of delivery underpinned by environmental services software, fleet &amp; CORE replacement (Strata business plan).</li> <li>- Review of depot requirements and investment required.</li> <li>- Decarbonisation of fleet &amp; associated infrastructure requirements</li> </ul> <p>Phase 1 – Recycling &amp; Waste Anchor contract</p> <p>Phase 2 – StreetScene Operations. Assess options considering LGR for timing.</p> <p>Phase 3 – development of LATCo business opportunities, service continuity and efficiency (including operations/street litter collection). Assess scaling opportunities with strategic partners, whilst ensuring performance is consistent or improved.</p>				
Place, Assets & Leisure, Finance, Governance & Legal	<p><b>2. Review of Leisure Services Delivery</b> – 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. Programme</p>	Budget secured from Transformation Fund to support financial and legal assessment.	Assistant Director – Place, Assets & Leisure, Leisure Manager	January 2027 – New operator in situ	Delivery of outcomes now underway.

	of work to deliver outcomes of service review (now concluded) will be overseen by Leisure Strategy Delivery Forum.				
Planning Strategy & Development Management – all Directorates	<p><b>3. Local Plan Review</b> – 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"> <li>– Regulation 19 consultation</li> <li>– Submission for Examination</li> <li>– Examination hearing sessions</li> <li>– Modifications consultation</li> <li>– Inspector’s report</li> </ul> <p>Adoption of the Plan is anticipated by the end of 2027.</p>	Existing budget including reserve for the Examination	Assistant Director – Planning Strategy & Development Services	Submission of Plan for Examination – June 2026	Updated timetable
Place, Assets & Leisure, Planning, Finance, Governance & Legal	<p><b>4. Delivery vehicle for the second new town</b> - A key proposal in the draft Local Plan is to bring forward a second new community (Marlcombe). 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,</p>	Budget for the development of the masterplan and business case is included in the	Director of Place, Assistant Director – Planning Strategy & Development Services, Corporate Lead Major	Completion of masterplan/business case March 2026 Establishment of locally led	Inclusion of Marlcombe in national new towns programme

	<p>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 can then proceed to establishment, ideally with the support of national government alongside the County Council.</p> <p>Marlcombe has been shortlisted as one of the twelve proposals in the New Towns Taskforce report. A unified proposition is being considered that combines the delivery of the Cranbrook and the Enterprise Zone.</p>	Mid Term Financial Plan.	Programmes and Projects	development corporation March 2027	
Place, Assets & Leisure, Planning, Finance, Governance & Legal	<p><b>5. Develop and implement placemaking strategies for key towns</b> – 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"> <li>– Complete the Placemaking Plan and associated delivery plan for Exmouth ensuring that it is endorsed by both Exmouth Town Council and Devon Council.</li> </ul>		<p>Assistant Director – Place, Assets &amp; Leisure</p> <p>Corporate Lead Major Projects &amp; Programmes</p>	<p>July 2026</p> <p>Ongoing</p>	



	<ul style="list-style-type: none"> <li>– Support continued regeneration of Axminster town centre</li> </ul>			March 2026	
Place, Assets & Leisure – All	<p><b>6. Implementation of the Asset Management Plan</b> – 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 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 in a way that dovetails with our own best value obligations and other duties. We know that this appetite is shared by Town Councils and we look forward to working collaboratively on a prioritised programme of transfers through to, and beyond LGR. The Plan will also be a tool towards addressing our medium Terms Financial Plan requirements.</p>	Borrowing Revenue and capital receipts	Assistant Director – Place, Assets & Leisure	March 2026	

Countryside - All	<p><b>7. Strategic response to Environment Act BNG &amp; nature recovery</b> – 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 <b>Local Nature Recovery Plan</b> 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 <b>East Devon Tree, Hedge &amp; Woodland Strategy (THaWS)</b> 2024-2034 will also nest within this objective. This will include working with multiple internal teams to achieve increased tree canopy cover from 21% to 30%; ; working with local communities to scale up Tree Warden scheme; linking the outcomes of THaWS to EDDC Climate Change Strategy targets.</p>	BNG contributions S106 contributions Lottery Funds/Nature Recovery	Assistant Director – Countryside & Leisure	Local Nature Recovery Plan – May 2026	<p>No change</p> <p>A</p> <p>No change Reduce</p>
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All	<p><b>8. Climate change mitigation and adaptation</b> – 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"> <li>– .</li> <li>– <b>Machinery, vehicles &amp; procurement</b> – reviewing how emissions associated with our machinery and procurement processes can be reduced. Organic switch to electric where possible.</li> <li>– <b>Engineering schemes</b> – reducing the impact of our engineering schemes, for example by seeking nature-based solutions (LORP) or lower carbon coastal protection products.</li> </ul>	<p>General fund</p> <p>Capital Programme</p> <p>External funds e.g. from Environment Agency</p>	<p>Assistant Director StreetScene,</p> <p>Assistant Director Place, Assets &amp; Commercialisation,</p> <p>Fleet &amp; Equipment Manager</p>	2025 & timelines as set in Climate Change Action Plan	

	<ul style="list-style-type: none"> <li>– <b>Corporate assets</b> – including through improving energy efficiency and seizing opportunities for renewable energy production</li> <li>– <b>District Heat Networks</b> – moving forward with a project that enables the decarbonisation of existing heat networks in the West End of the District</li> </ul> <p>In relation to adaptation key projects will include;</p> <ul style="list-style-type: none"> <li>– Bringing forward coastal defence schemes – including Beach Management Plans for Exmouth, Budleigh Salterton, Sidmouth and Seaton</li> <li>– Reviewing standards of protection for coastal defence engineering schemes, alongside consideration of lower carbon engineering, nature-based solutions or coastal change where appropriate.</li> <li>– Reviewing resource and service delivery related to more frequent storms and repairing damage/clean ups and longer active seasons</li> </ul>				
Place, Planning, Governance & Legal, Finance	10. <b>Review approach to stewardship</b> – this relates to public amenities coming forward as part of major new development. The review is prompted	Transformation Fund	Director – Place	June 2026	No change

	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.	s106/CIL	Assistant Director – Planning		
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## Section 2.3 Service level objectives / projects

Service	2.1 Service level objectives / projects we will deliver in 2026-27 which support the Council Plan Priorities to be monitored within directorates	Financial/ corporate resource	Lead Officers	Due Date	
	Suggest;				
Objectives from 2025/26 for review and continued inclusion in 2026/27					
Service	2.1 Service level objectives / projects we will deliver in 2025/26 which support the Council Plan Priorities to be monitored within directorates	Financial/ corporate resource	Lead Officers	Due Date	A, C or P
PAL/StreetScene	1. Review of depot provision to ensure facilities are in the best locations, incorporate renewable energy,	Capital programme & significant investment	Project Manager - PAL Streetscene - Projects Officer	Spring 2026 for report to Cabinet concluding the depots review and making	

	<p>efficiency measures, infrastructure to unlock further service decarbonisation and specifications which are fit for future service provision.</p> <ul style="list-style-type: none"> <li>- Completion of depot review options appraisal</li> <li>- Value engineering and funding review</li> <li>- Investment plan &amp; delivery plan</li> <li>- Oversight by Member working group</li> </ul>			recommendations to the new Unitary Authority	
StreetScene Operations, Recycling & Waste	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	General fund	StreetScene Operations Manager & Corporate Business Analyst	Spring 2025 – Spring 2027	

	<p>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"> <li>- Includes review of bill of quantity, mapping and scheduling information</li> <li>- Incorporation into Strata business case</li> <li>- Review of Operating models and resources following Software project.</li> </ul>				
StreetScene Engineers	4. Protecting communities from coastal and fluvial impacts and providing protection schemes	Capital programme through BSCAP General fund	Engineering Projects Manager / Assistant Director	Deadlines tracked for each scheme in performance reporting  Sidmouth – 27/28	



	<ul style="list-style-type: none"> <li>- Sidmouth Beach Management Plan (BMP) &amp; Beach Management Scheme (BMS)</li> <li>- Review options for future Seaton and Beer BMP to include Beer beach.</li> <li>- Exmouth BMP adopted; progress preparatory work towards delivery of BMS, ready for successor authority to decide on investment.</li> <li>- Budleigh BMP</li> </ul>			<p>Seaton – 26</p> <p>Exmouth – 2026/27</p> <p>Budleigh - 26</p>	
StreetScene R&W	<p>5. Development of 'Beyond Recycling' Circular Economy &amp; Refuse/Reduce/Reuse strategy</p> <ul style="list-style-type: none"> <li>- Review development of</li> </ul>	General fund	Client Contract Manager	2026-28	

	<p>Government ‘Beyond Recycling’ guidance and plan service changes to instil circular economy principles into our waste management.</p> <ul style="list-style-type: none"> <li>- Plan engagement and communications to improve awareness of Refuse, Reduce &amp; Reuse principles, moving waste up the hierarchy and reducing overall waste volumes.</li> <li>-</li> </ul>				
Countryside , Environment & Ecology	6. Delivery of Natural Seaton project – inter tidal habitat creation at southern end of Wetlands, interpretation linking Seaton Jurassic, Tram & Wetlands	National Lottery Heritage Fund Revenue & capital	Countryside Manager	EOI to submit Early 2026	No change

Countryside, Environment & Ecology	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 2026  On going management	No change
Countryside, Environment & Ecology	8. Lead the implementation of the Nutrient Neutrality scheme for the River Axe - appointment of project team, SLA with West Country Rivers Trust to design and deliver nutrient mitigation scheme etc	Defra Nutrient Neutrality Fund Round 2	District Ecologist	Start - March 2025  Completion - 2030	No change
Countryside, Environment & Ecology	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 Broadclyst	S106  Revenue & capital funds	Countryside Manager  Green Infrastructure Manager	Start March 2025  Summer 2026	No change

		Parish Council. Agree in perpetuity funding.				
Countryside, Environment & Ecology		Agree lease for Percy Wakley Woods with Woodland Trust, implement phase 1 works and set up in-perpetuity funding.	S106	Countryside Manager Green Infrastructure Manager	Agree lease Summer 2026. Works on site and management by Wild East Devon Team 2026/27	No change
Countryside, Environment & Ecology	Deliver SE Devon Mitigation Strategy	Legal Environmental Health	Development Manager	Spring 2026	A	
Clyst Valley Regional Park	Progress delivery of CVRP Action Plan and progress Clyst Valley Trail.	Finance Revenues and Benefits Legal	Development Manager	Spring 2026	No change	
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	Legal Place, Assets and Commercialisation	Corporate Lead – New Communities	On-going	No change

	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.				
Place, Assets & Leisure	<p>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.</p> <p>This will be part of the wider CAT programme</p>	Additional capital funding through BSCAP will be required to complete the CAT A investment works	<p>Assistant Director – Place, Assets &amp; leisure</p> <p>CAT B&amp; C's - Estates Team Lead</p> <p>CAT A's - Property &amp; FM Team Lead</p>	<p>Final disposal of CAT B &amp; C sites by June 2025.</p> <p>Decision reached in spring 2026 following options appraisal considering what further action is to be taken on CAT A sites but also those remaining CAT B &amp; C sites</p>	
Place, Assets & Leisure	District Heating Project - completion of a business case to enable a final investment decision to be made and commence procurement. Final scope	Project part funded through HNIP Grant / Loan / S106 contribution / Enterprise Zone	Corporate Lead – Major Projects & Programmes	Final investment decision Spring 2026	

	of this project is currently being determined.	Grant funding. Additional funding will be required through EDDC borrowing to deliver the project		Completed scheme December 2027	
Countryside, Environment & Ecology	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	No change
Place, Assets & Leisure	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 of provision, identifying the key findings and issues, resulting in developing	Additional Funding will be required to deliver the action plan.	Assistant Director – Place, Assets & Leisure  Senior Leisure Officer	<b>Play Pitch Strategy to be adopted Spring 2026</b>	

	recommendations and action plan.				
Place, Assets & Leisure	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 plan – Summer 2025	
Place, Assets & Leisure	22. Unlocking stalled employment sites – develop a programme of disposal of stalled employment sites in the Council’s ownership including Hayne Lane at Honiton, Cloakham Lawns at Axminster and Harepath Road, Seaton.		Assistant Director – Place, Assets & Leisure  Corporate Lead – Placemaking & Major Projects	Phased programme, with Harepath Road completing Spring 2026 with other later in 2026/27	
Place, Assets & Leisure	23. Implementation of Office Accommodation strategy	Additional resource likely to be required to deal with disposals/lettings of surplus space	Assistant Director – Place, Assets & Leisure  Estates Team Lead	Spring 2026	

		<u>Linked to wider AMP proposals</u>			
	<b>Service actions relating to climate change</b>	<b>Financial/ corporate resource</b>	<b>Lead Officers</b>	<b>Due Date</b>	
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 natural regeneration that will help to sequester carbon. These are linked to the CAG Devon SLA helping to deliver tree planting schemes in our local communities.	Climate Change fund	Assistant Director - Countryside & Leisure Countryside Manager,	Commence April 2026	



### Section 3 – What we will measure in 2026-28: 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	A, C or P
Place, Assets & Leisure	Number of applications coming forward and being considered as per adopted Community Asset Transfer procedure during calendar year.		Half yearly	AD Place, Assets & Leisure/ Estates Team Lead	
Place, Assets & Leisure	Percentage of applications agreed as per adopted Community Asset Transfer procedure since April 2024.	60%	Half yearly	AD Place, Assets & Leisure/ Estates Team Lead	
Streetscene	Increase position from 6 to top 4 in the national recycling league table.	4 <sup>th</sup> Nationally	Annually	AD Streetscene / Recycling & Waste Service Manager	
Streetscene	Retain number 1 spot for the amount of residual waste our households produce.	1 <sup>st</sup> 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 & Leisure	District Heating Decarbonisation Project - Large scale carbon savings in comparison with Gas CHP counterfactual.	Carbon savings to be determined based on final scheme design	Annually	AD Place Assets & Leisure	
Place, Assets & Leisure	Number of additional connections to the district heating network	Up to 4,000 additional homes	Annually	AD Place Assets & Leisure	
Planning	Number of made neighbourhood plans per year		Annually	AD Planning Strategy & Development Services	No change
Place, Assets & Leisure	Estates – Rent Roll / % increase since 1 <sup>st</sup> April (of that year)	3%	Annual	Senior Estates Surveyor	
Place, Assets & Leisure	Estates – Vacant Assets	Less than 5	6 monthly	Senior Estates Surveyor	
Place, Assets & Leisure	Estates – Capital Receipts (in financial year)	£200,000	6 monthly	Senior Estates Surveyor	

Place, Assets & Leisure	Estates – Instructions to Legal in quarter	More than 15	Quarterly	Senior Estates Surveyor	
Place, Assets & Leisure	Health & Safety Compliance of General Fund buildings (%)	Less than 8% overdue	Quarterly	Principal Building Surveyor	
Place, Assets & Leisure	Develop new performance targets agreed through new Asset Management Plan		Quarterly	Assistant Director – Place, Assets & Commercialisation	
Place, Assets & Leisure	Business Rate income in Enterprise Zone area		Quarterly	Corporate Lead Major Programmes & Projects	
Countryside, Environment & Ecology	Deployment of on and off-site measures in relation to Habitat Mitigation Strategy		Quarterly in line with agreed business plan	Assistant Director - Countryside, Environment & Ecology	
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	NI191 Residual household waste in kg per household.	1 <sup>st</sup> nationally	Annually	Recycling & Waste Service Manager	
Streetscene	NI192 Percentage of Household waste sent for reuse, recycling, and composting.	4 <sup>th</sup> 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	
Planning	Number of planning appeals allowed by the Planning Inspectorate contrary to the decision of EDDC	30%	Quarterly	Planning Performance & Practice Manager	No change
Planning	Annual Housing Monitoring Report	To maintain a 5 year housing land supply	Annually	Technical Support and Monitoring Officer	No change

Planning	Number of days taken to process local land charges property searches	5 days	Quarterly	Planning Performance & Practice Manager	No change
Planning	Percentage of major planning applications determined within 13 weeks (or within an agreed extension of time)	60%	Quarterly	Planning Performance & Practice Manager	No change
Planning	Percentage of minor and other planning applications determined within 8 weeks (or within an agreed extension of time)	70%	Quarterly	Planning Performance & Practice Manager	No change
Planning	Percentage of planning applications determined under delegated powers.	90%	Quarterly	Planning Performance & Practice Manager	No change
Countryside	Countryside school visits & events – numbers of groups and numbers of attendees	1,500 educational visit participants and 800 event participants	Annually	Countryside Manager	No change

Countryside	Site footfall at Seaton Wetlands	110,000 visitors logged by people counters	Annually	Countryside Manager	No change
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#### Section 4 – What we will stop doing or reduce to enable us to carry out the above objectives/projects

Service	Corporate Priority Objectives/Projects	Description of Impact
Countryside, Environment & Ecology	Devon Nature Recovery Strategy	The programme of targeted activities for 2026/27 will now be reduced but the long-term strategy will remain and be bolstered by the adoption of the East Devon Local Nature Recover Plan following consideration by Cabinet/Council.
Countryside, Environment & Ecology	Implementation of Trees, Hedgerows and Woodland Strategy	Review and deliver a targeted programme of achievable priority actions within the THaWS over the next 3 years.
Streetscene	Development of Fleet Decarbonisation Plan	Following the successful roll out of over 50% of the fleet, the remaining and more specialist vehicles will be replaced as deemed necessary to electric when suitable replacements are available.
Streetscene	Sustainable management and development of green space	No further projects will be added to the schemes already in operation
Streetscene	Coastal defence schemes	Due to the LGR timeframe we will only continue with the present schemes already in hand. The Sidmouth BMS is progressing at pace. Exmouth, following the BMS adoption, will continue with further preparatory work to enable the scheme to be taken over by the new Unitary authority. The work on the Budleigh BMP will continue to be worked through to report stage, with the further stages taken over by the Unitary Council. Any urgent works will continue to be actioned.

Place, Assets & Leisure	Integrate maintenance of built leisure assets into specification for new leisure operator	This will transfer responsibility the majority of maintenance activity to the operator.
Place, Asset & Leisure	Heat Decarbonisation Plans for swimming pools	Do not progress project and return funding to climate change budget.
Place, Assets & Leisure	For Placemaking & Major Projects Team divert resource towards a) unlocking EDDC owned employment sites through disposal, b) Enterprise Zone, c) Cranbrook and d) Marlcombe	This will mean that Placemaking Plans are not progressed for Honiton, Ottery St Mary, or any further work undertaken in Seaton. Work in Axminster restricted to town centre opportunities only.
Place, Assets & Leisure	Public toilets programme	Options for further phases of capital investment/improvement programme to be considered by Cabinet, noting certain decisions will have significant resourcing implications
Place, Assets & Leisure	Capital spend in relation to building assets	Limit spend to only items related to health and safety compliance, contractual obligations or operational failure.
Planning Strategy & Development Services	Production of talent management strategy for built environment professionals	Do not take forward and instead progress as part of wider People Strategy.