

Our Council Plan 2024 – 2028

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Leader of the Council



Paul Arnott
Councillor

Interim Chief Executive Team



Simon Davey
Director of Finance



Tracy Hendren
Director of Housing
& Environment



Melanie Wellman
Director of Governance
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We are pleased to present our Council Plan 2024- 2028. Our vision is to make a positive contribution to the lives of our residents, to the local economy, businesses, visitors and to the environment in East Devon in responsible ways. We are committed to working collaboratively to shape our place through a sustainable and effective strategy that promotes wellbeing and creates a fairer and more equal society.

We are working in close collaboration with our communities to make our district an even better place - to live, work and visit. It is now important for the council to redefine our themes, and to set out our related actions for the district for the next five years.

This Council Plan sets out what we want to achieve and how success will be measured enabling residents to better hold us to account. It sets out who is responsible for leading on an action and what timeline we are placing on the individual actions.

We declared a Climate Emergency in 2019. This plan sets out the goals we will work towards as a council and collectively, to reduce emissions, protect our natural environment and to adapt to the climate impacts which are already here.

To support the district's future prosperity and sustainability, we also need to invest in new infrastructure. The plan includes our vision on how we will deliver against a new digital, low carbon and housing/transport infrastructure, as well as new community facilities and green spaces.

We will continue to seek higher levels of external investment to bring forward more infrastructure development and support our local economy.

We are prioritising providing the right home in the right place whilst recognising the challenges faced by many residents due to the high costs of both buying and renting. Housing is a key driver of wider inequalities in the district, and we are committed to helping more residents into affordable, sustainable homes and continuing to improve the quality of our own housing stock.

In parallel, we will continue to improve the way in which services are delivered. We remain both focused and committed to delivering the very best services that we can and upholding our shared corporate values and behaviours.

Most importantly, we will continue to strengthen the ways in which we engage with you - our residents, businesses, visitors, and communities. We will do this by communicating openly and honestly, listening to your views, and developing new ways to work in partnership to improve our district.

Introduction

This Council Plan 2024-2028 provides the framework and direction for our work in providing services to our residents and businesses. Across the council, our four key priority set out in this plan, link to our specific strategies and service plans. They fit together so that all staff understand how their contribution can make a difference and where they fit in to the organisation. We call this the ‘golden thread’. Our suite of plans and strategies includes this Council Plan 2024 - 2028, draft Local Plan, Climate Change Strategy, Financial Plan, Cultural Strategy, Equality Policy and Objectives, Homelessness and Rough Sleeper Strategy, Housing Strategy, Poverty Reduction Strategy, Tourism Strategy, and our new Economic Development Strategy.

These strategies inform budget decisions and are reflected in departmental service plans, promoting collaboration and a “one team” approach to achieve objectives, especially across overlapping service areas.

Our priorities

This Council Plan has four key priorities, and beneath these are the actions that we seek to deliver.

1. A supported and engaged community that has the right homes in the right places, with appropriate infrastructure.
2. A sustainable environment that is moving towards carbon neutrality and which promotes ecological recovery.
3. A vibrant and resilient economy that supports local business, provides local jobs and leads to a reduction in poverty and inequality.
4. A well-managed, financially secure and continuously improving council that delivers quality services.

Underpinning all the activities within these four key priorities is an emphasis on ensuring that the infrastructure in the district enables well-supported communities, sustainable development, a growing economy and a public sector that works in partnership with others.

Alongside this is a commitment to secure the resources to deliver the Council Plan and to be an efficient council with sound financial management, that is open to innovation, is flexible and resilient in delivering these priorities.

Our vision

Our vision is to make a positive contribution to the lives of our residents, to the local economy and to the environment in East Devon in responsible ways. We are committed to working collaboratively to shape our place through a sustainable and effective strategy that promotes wellbeing and creates a fairer and more equal society.

The way we will make a positive difference to our communities is influenced by the values we hold and promote. Our defining values are transparency, equality, fairness, accountability, and inclusivity.

- Democracy and transparency.
- Equality and diversity.
- Public engagement and communications.
- Valuing of our staff and elected members.
- Collaboration and Leadership.

We agree that democracy and transparency should underpin the work of any local authority. We will promote tolerant, respectful, and democratic debate, encouraging the participation of all within the council and beyond.

Our behaviours

We want East Devon District Council to continue to be a fulfilling and enjoyable place to work – this is about making sure ours is an organisation that people want to belong to. Our Behaviours Framework outlines the attitudes and behaviours that we expect.

- Simplicity in communication.
- Excellence in service delivery.
- Trust and respect.
- Accountability.
- Working together.
- Excellence in leadership.

All staff and councillors at East Devon District Council are committed to demonstrating and promoting these behaviours.

Key stats and figures

The district of East Devon lies at the east of the county of Devon between Exeter and the Somerset and Dorset borders, is the county's largest district with 150,800 residents. Our population is growing at twice the national average, with an ageing population overall, but have a significant working-age population in the west end of the district.

The district has a dispersed and largely rural population. The rural nature of the area is emphasised by the low population density of 185.5 per square km (the England average is 433.5). We do, however, also have a mix of market and coastal town areas with much higher population densities including towns such as Axminster, Budleigh Salterton, Cranbrook, Exmouth, Honiton, Seaton and Sidmouth.

East Devon is renowned for its beautiful countryside. With two thirds of the district being recognised as nationally important for its high landscape quality and designated as National Landscapes - the East Devon National Landscapes covers some 270sq km of beautiful landscape between Exmouth, to Lyme Regis and up to Honiton, and the Blackdown Hills National Landscape to the north of Honiton. East Devon also has a stunning coastline that runs the length of its southern border. Almost the entire coastline is part of a World Heritage Jurassic Coast stretching from Exmouth to Swanage in Dorset. We have a commitment to the natural environment of East Devon and declared a climate emergency in 2019 and an ecological emergency in 2021.

Number of residents

150,800

District age profile

60%

population of working age

East Devon National Landscapes

270sq km

A Year in the life of East Devon District Council 2023/24



30

Wards



+500

Council staff
employees



60

Councillors
representing
residents



2500

Planning
applications



4000

Council homes
manage



5

Green flag
awards for our
outdoor spaces



177

Public spaces are
inspected and
maintained



80

Play spaces are
inspected and
maintained

We delivered to residents and businesses by:

- Securing £1,796,363 from the UK Shared Prosperity fund to finance local projects,
- providing a range of cultural events through the Thelma Hulbert Gallery and Manor Pavilion Theatre,
- conducting annual cliff inspections, including rope access for seafront safety,
- managing 465 land assets, 434 buildings, 411 leases and licences, collecting £0.9 million in rents with a £103 million asset value
- maintaining over 1.5 million square metres of grass in our green spaces,
- annually, collecting over 6 million bins and we rank 6th in domestic waste recycling nationally

Our priorities



A supported and engaged community



Carbon neutrality and ecological recovery



Resilient economy that supports local business



Financially secure and improving quality services

This priority is working to enhance the quality of life for residents in our district. Our comprehensive approach focuses on critical areas such as housing, homelessness, poverty alleviation, and community development. By implementing targeted plans and collaborating with various stakeholders, we aim to create a thriving and sustainable environment for all.

Our key actions include supporting the delivery of social and affordable housing, new community development, homelessness reduction, poverty alleviation, empty property management, new homes supply, community asset transfer, access to leisure facilities, increasing cultural engagement and infrastructure collaboration.

Through these initiatives, we strive to create a vibrant and inclusive district that meets the diverse needs of our residents.

Key action	ID	Measure of success	Timeframe	Portfolio Holder /Service Owner
1. Improve the standard of and increase the availability of social and affordable housing in the district.	HC1	Completed housing stock review and outcomes report confirming condition of stock.	June 2024.	PFH Sustainable Homes & Communities / Assistant Director Housing.
	HC2	Development of a Housing Asset Management Strategy and action plan.	September 2024.	
	HC3	Performance against the Housing Asset Management Strategy and action plan.	Progress to be reported quarterly.	
	HC4	Development of a Housing Delivery Plan and action plan.	September 2024	
	HC5	Performance against the Housing Delivery Plan and action plan.	Progress to be reported quarterly.	
	HC6	Meeting agreed targets for the provision and delivery of social and affordable housing	Measure to be reported on annually.	
2. Establish a new town master plan and delivery vehicle for the proposed new community in East Devon, bringing 2,500 new homes by 2040	HC7	Completion of a new town master plan.	December 2024.	PFH Economy / PFH Strategic Planning/ PFH Sustainable Homes & Communities /Assistant Director Growth, Development & Prosperity / Assistant Director Planning.
	HC8	Completed business case.	December 2024.	
	HC9	Establishment of a delivery vehicle for the delivery of the new community.	December 2026.	

<p>3. Develop and implement a new Homelessness and Rough Sleeper Strategy and action plan to reduce levels of homelessness within the district.</p>	<p>HC10</p>	<p>An effective rough sleeper pathway that ensures no-one sleeping rough through necessity in the district.</p>	<p>December 2026.</p>	<p>PFH Sustainable Homes & Communities / Assistant Directors Housing / Assistant Director Statutory Housing.</p>
	<p>HC11</p>	<p>Increase in successful prevention decisions.</p>	<p>Measure to be reported on annually.</p>	
	<p>HC12</p>	<p>Reduction in the use of temporary accommodation.</p>	<p>Measure to be reported on annually.</p>	
	<p>HC13</p>	<p>Increase in positive relief duty outcomes.</p>	<p>Measure to be reported on annually.</p>	
<p>4. Implement the Poverty Strategy and deliver its action plan to support households in financial hardship.</p>	<p>HC14</p>	<p>Update the Poverty Strategy and action plan.</p>	<p>March 2025</p>	<p>PFH Finance & Assets and Sustainable Homes & Communities / Assistant Directors of Housing and Revenues & Benefits.</p>
	<p>HC15</p>	<p>Performance against the Homelessness Strategy delivery and action plan and key performance targets.</p>	<p>Progress to be reported annually.</p>	
	<p>HC16</p>	<p>Increase in financial outcomes for household income for applicants.</p>	<p>Measure to be reported on annually.</p>	

5. Develop a new Empty Property Strategy to reduce the number of empty properties in the district.	HC17	To reduce the number of long-term empty homes brought back into use within the year.	Measure to be reported on quarterly.	PFH Finance & Assets and Sustainable Homes & Communities / Assistant Director Housing and Revenues & Benefits.
	HC18	A decrease in the number of empty properties in the district.	Measure to be reported on quarterly.	
	HC19	To increase charges on second homes to the maximum permitted level (100% premium) from April 2025.	April 2025.	
	HC20	Increase the number of private sector leased properties allocated through the housing register.	Measure to be reported on quarterly.	
6. Work with internal and external partners to provide homes for refugees and the related sustainment support.	HC21	95% of resettled households sustain their tenancies in the first two years of resettlement.	Measure to be reported on annually.	PFH Sustainable Homes & Communities / Assistant Director Statutory Housing.
	HC22	Reduction in approaches from refugees to the homelessness service.	Measure to be reported on annually.	
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.	June 2025.	PFH Strategic Planning / Assistant Director Planning.
	HC24	Consultation on key elements of the draft local plan	June 2024.	
	HC25	Consultation on final draft of the local plan.	December 2024.	
	HC26	Submission of the local plan for examination.	June 2025.	
	HC27	Adoption of the Local Plan in the allocated time frame.	December 2026.	

8. Maintain an adequate 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.	PFH Strategic Planning / Assistant Director 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.	December 2024.	PFH Strategic Planning / Assistant Director Planning.
	HC30	Engagement with Town and Parish Councils on the new procedures and provide training on legislation generally.	September 2024.	
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.	PFH Finance & Assets / Assistant Director Place, Assets & Commercialisation.
	HC32	Percentage of Community Asset Transfer applications agreed as per the adopted procedure.	Measure to be reported on half yearly.	
11. Produce and implement the Town Centre Masterplan for Cranbrook.	HC33	Masterplan approved and delivery plan in place.	August 2024.	PFH Strategic Planning / Assistant Director Planning / Assistant Director Growth, Development & Prosperity.
	HC34	Performance against the delivery and action plan and key performance targets.	Progress to be reported annually.	

<p>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.</p>	<p>HC35</p>	<p>Adoption and application of the district design guide.</p>	<p>April 2025.</p>	<p>PFH Strategic Planning / Assistant Director Planning.</p>
<p>13. Deliver our Leisure Strategy and action plan to improve access for residents to leisure facilities within the district.</p>	<p>HC36</p>	<p>Performance against the Leisure Strategy delivery and action plan and key performance targets.</p>	<p>Progress to be reported quarterly.</p>	<p>PFH Culture, Leisure, Sport & Tourism / Assistant Director Countryside & Leisure / Assistant Director Place, Assets & Commercialisation.</p>
<p>14. Deliver the Culture Strategy 2022-31 and action plan to improve access to cultural events for our residents.</p>	<p>HC37</p>	<p>Performance against the Culture Strategy delivery and action plan and key performance targets.</p>	<p>Progress to be reported quarterly.</p>	<p>PFH Culture, Leisure, Sport & Tourism / Assistant Director Countryside & Leisure.</p>
<p>15. Work with and support other public bodies to ensure delivery of infrastructure such as schools, health centres and other facilities.</p>	<p>HC38</p> <p>HC39</p> <p>HC40</p> <p>HC41</p>	<p>Publication of the annual infrastructure funding statement.</p> <p>Making annual decisions on the spending of CIL monies.</p> <p>Production of an Infrastructure Delivery Plan.</p> <p>Performance against the Infrastructure Delivery and action plan.</p>	<p>Progress to be reported quarterly.</p> <p>To be reported annually.</p> <p>To be reported annually.</p> <p>December 2024.</p> <p>Progress to be reported annually.</p>	<p>PFH Strategic Planning/Assistant Director Planning.</p>



**A supported
and engaged
community**



**Carbon neutrality
and ecological
recovery**



**Resilient economy
that supports local
business**



**Financially secure
and improving
quality services**

This priority is about working to address critical environmental challenges and enhance the well-being of our community. Our wide-ranging approach focuses on climate action, waste reduction, sustainable development, and habitat preservation. By collaborating with stakeholders and implementing targeted plans, we aim to create a more resilient and eco-friendly district.

Our key actions include supporting our climate change strategy, recycling and reuse enhancement, low carbon planning policies, interconnector heat projects, biodiversity and natural habitats, brownfield redevelopment and resilient local planning.

Through these actions, we envision a district that thrives sustainably, balances growth with environmental stewardship, and prioritizes the well-being of our residents.

Key action	ID	Measure of success	Timeframe	Portfolio Holder /Service Owner
16. Adopt and deliver a refreshed Climate Change Strategy and Action Plan to support maximum net zero targets internally, amongst our key contractor partners and the wider community.	SE1	Delivery of the updated Climate Change strategy and action plan.	March 2025.	PFH Climate Action & Emergency Response / PFH Portfolio Holder Culture, Leisure, Sport and Tourism / Deputy Leader and Portfolio Holder Finance and Assets / Lead Officer - Assistant Director Environmental Health - supported by all SLT.
	SE2	Performance against the Climate Change Strategy delivery and action plan and key performance targets.	Progress to be reported quarterly.	
	SE3	Pools decarbonisation work to have considered each decarbonisation project to RIBA Stage 3.	October 2024.	
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.	PFH Coast, Country and Environment / Assistant Director Streetscene.
	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.	March 2026.	

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.	December 2026.	PFH Strategic Planning / Assistant Director Planning.
	SE9	Investment decision to be agreed.	September 2024	
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.	PFH Coast, County and Environment / Assistant Director Growth, Development & Prosperity.
	SE11	Number of additional connections	Progress to be reported annually.	
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.	December 2024.	PFH Coast, Country & Environment / Assistant Director Countryside & Leisure.
	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.	March 2025.	
	SE15	Performance against the East Devon Tree Strategy action plan and key performance targets.	Progress to be reported quarterly.	

<p>21. Ensure that new housing developments deliver bio-diversity net gain, habitat mitigation and incorporate features to support wildlife and plant life.</p>	<p>SE16</p>	<p>Monitor the key performance measures to be reported to DEFRA.</p>	<p>Progress to be reported annually.</p>	<p>PFH Strategic Planning / Assistant Director Planning / Assistant Director Countryside and Leisure.</p>
<p>22. Use our planning policies to encourage the re-development of suitable brownfield sites within our urban areas.</p>	<p>SE17</p>	<p>Proportion of new homes being built on brownfield sites.</p>	<p>Measure to be reported on annually.</p>	<p>PFH Strategic Planning / Assistant Director Planning.</p>
<p>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.</p>	<p>SE18</p>	<p>Adoption of the Local Plan in the allocated time frame.</p>	<p>Progress to be reported annually.</p>	<p>PFH Strategic Planning / Assistant Director Planning.</p>



A supported and engaged community



Carbon neutrality and ecological recovery



Resilient economy that supports local business



Financially secure and improving quality services

This priority looks to provide a framework to drive economic growth, enhance community well-being, and promote innovation across our region. Our multifaceted approach encompasses planning policies, investment initiatives, and cultural strategies. By collaborating with stakeholders and leveraging external funding, we aim to create vibrant, adaptable, and sustainable high streets, town centres, and key areas.

Our key actions include supporting high Street and town centre adaptation, investment and Place Making, Economic Development Strategy, Future Flight Innovation Zone, Landscape Management Plans, Tourism and Culture Strategies and Exmouth Placemaking Projects.

Through these coordinated efforts, we seek to support a dynamic and resilient district that thrives economically, culturally, and environmentally.

Key action	ID	Measure of success	Timeframe	Portfolio Holder /Service Owner
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.	December 2026.	PFH Strategic Planning / Assistant Director Planning.
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.	PFH Finance & Assets / Assistant Director Place, Assets & Commercialisation.
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 quarterly	PFH Economy / Assistant Director Growth, Development & Prosperity / Assistant Director 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.	PFH Economy / Assistant Director Growth, Development & Prosperity / Assistant Director 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.	PFH Economy / Assistant Director Growth, Development & Prosperity / Assistant Director Planning.
	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.	

<p>29. Support the development of Exeter Airport as a hub of a future flight innovation zone to help support decarbonisation of the aviation industry and the growth of emerging technologies.</p>	<p>RE8</p>	<p>Number of jobs, training and apprenticeship places created.</p>	<p>Measure to be reported on annually.</p>	<p>PFH Economy / Assistant Director Growth, Development & Prosperity.</p>
<p>30. Adopt the East Devon and Blackdown Hills National Landscape (NL) Management Plans 2025-2030.</p>	<p>RE9 RE10</p>	<p>Development and adoption of the Management Plans. 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.</p>	<p>March 2025. Progress to be reported annually.</p>	<p>PFH Coast, Country and Environment / Assistant Director Countryside & Leisure.</p>
<p>31. Implement the Tourism Strategy and the Culture Strategy to ensure development of high quality, inclusive, and sustainable culture and tourism offers.</p>	<p>RE11 RE12</p>	<p>Performance against the Tourism Strategy action plan. Performance against the Culture Strategy action plan.</p>	<p>Progress to be reported annually. Progress to be reported annually.</p>	<p>PFH Culture, Leisure, Sport & Tourism / Assistant Director Countryside & Leisure / Assistant Director Growth, Development & Prosperity.</p>
<p>32. Delivery of infrastructure projects across the district through Placemaking plans.</p>	<p>RE13</p>	<p>Delivery of the Exmouth Placemaking action plan.</p>	<p>Progress to be reported half yearly.</p>	<p>PFH Finance & Assets / Assistant Director Place, Assets & Commercialisation.</p>





A supported and engaged community



Carbon neutrality and ecological recovery



Resilient economy that supports local business



Financially secure and improving quality services

This priority is aimed at enhancing our council's effectiveness and community engagement. These initiatives span various areas, from communication strategies to financial sustainability and asset management.

Our key actions include supporting engagement and communication, development of neighbourhood plans, Asset Management Strategy, Customer Access Strategy, collaboration with Town and Parish Councils, new Workforce Strategy, devolution deal advocacy and Strata Business Plan implementation.

Financial Sustainability is essential for the Council to deliver key services including a number of discretionary services that our residents, businesses and visitors value. In order to maintain these, we have adopted a Financial Sustainability Model that drives Value for Money and focuses us on generating our own income through civic entrepreneurship to support these and other services.

Through these actions we aim to provide an efficient and well managed council that provides excellent services to its residents, tenants and local businesses.

Key action	ID	Measure of success	Timeframe	Portfolio Holder /Service Owner
33. Increase engagement and communication with residents, tenants and businesses through a variety of channels with a focus on reaching of all the community including those who are digitally disadvantaged. To coordinate marketing and Engagement exercises across the council to ensure consistent media interactions and consultation exercises take place.	■ QS1	Number of consultations carried out and response rates.	Measure to be reported on quarterly.	PFH Communications and Democracy / Corporate Lead - Communications, Digital Services and Engagement.
	■ QS2	Monitoring profile information of the respondent into the surveys.	Measure to be reported on quarterly.	
	■ QS3	Improvement of tenant and resident satisfaction results.	Measure to be reported on quarterly.	
	■ QS4	Numbers of media interactions.	Measure to be reported on quarterly.	
	■ QS5	Numbers of visits to our website.	Measure to be reported on quarterly.	
	■ QS6	Numbers of subscribers to our digital newsletters.	Measure to be reported on quarterly.	
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.	PFH Strategic Planning / Assistant Director Planning.
35. Implement the Financial Sustainability Model to identify service costs, enhance performance, drive efficiencies, savings, and maximize income, ensuring the Council's budget remains balanced.	■ QS8	Progress will be monitored by the Senior Leadership Team and the Budget Setting & Capital Allocations Panel.	Reported as projects for BSCAP quarterly.	PFH Finance & Assets / Director Finance.
	■ QS9	Service changes to release financial efficiencies monitored at individual level, including public toilets review, office accommodation review and depots review.	Reported as projects for BSCAP quarterly.	

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.	PFH Finance & Assets / Director Finance.
37. Adopt and deliver a new Asset Management Strategy to ensure our buildings are used efficiently.	QS11 QS12 QS13	Adoption of the strategy. Delivery of Asset Management Strategy action plan and reporting of key performance measures. Delivery against capital receipts target identified.	September 2024. Progress to be reported quarterly. Progress to be reported quarterly.	PFH Finance & Assets / Assistant Director Place, Assets & Commercialisation.
38. Conduct a review of our Constitution to ensure that it is up-to-date and legally robust.	QS14 QS15	Constitution Working Group established. Updated Constitution presented to and approved by Full Council.	May 2024. March 2025.	PFH Communications & Democracy / Director Governance & Licensing and Monitoring Officer.
39. Implement a customer access strategy to monitor performance, ensure transparency and monitor the performance on key service areas of service delivery.	QS16 QS17	Develop corporate performance measures for customer access to key services across all of the different customer access channels. Monitoring of the identified performance measures.	March 2025. Measures to be reported quarterly.	PFH Communications & Democracy / Corporate Lead - Communications, Digital Services and Engagement.

40. Ensure collaboration and engagement with Town and Parish Councils for district wide partnerships and services.	QS18	Regular engagement sessions with Town and Parish Councils including the provision of training.	September 2024.	PFH Communications & Democracy / Director Governance & Licensing and Monitoring Officer.
	QS19	Undertake a survey with Town and Parish Council's.	December 2024.	
	QS20	Development of Parish Charter agreed through partnership working with parish councils.	March 2025.	
41. Develop the Workforce Strategy to ensure we have the right staff in our services.	QS21	Adoption of the Workforce Strategy and action plan.	March 2025.	PFH Communications & Democracy / Director Governance & Licensing and Monitoring Officer / Corporate Lead HR and Payroll.
	QS22	Monitoring of the work force strategy action plan and key workforce targets.	Progress to be reported annually.	
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.	March 2025.	Leader / Director Finance.
	QS24	Influence terms of reference for proposed Team Devon joint committee and thematic topic groups.	October 2025.	
	QS25	Ensure that potential projects feature in the development of an investment pipeline with Homes England.	June 2025.	
43. Support the implementation of the Strata Business plan to facilitate digital and data transformation to improve the efficiency of our services.	QS26	Performance against the Strata Business plan action plan and key performance targets.	Progress to be reported quarterly.	PFH Communications & Democracy / Corporate Lead - Communications, Digital Services and Engagement.

<p>44. Adoption of a Fraud, Corruption and Compliance Strategy and action plan to safeguard council finance.</p>	<p>■ QS27</p> <p>■ QS28</p>	<p>Adoption of the strategy</p> <p>Performance against the Fraud Strategy action plan and key performance targets.</p>	<p>March 2025</p> <p>Progress to be reported quarterly.</p>	<p>Leader / Assistance Director Revenues, Benefits, Customer Services.</p>
<p>45. Ensure robust oversight in relation to Information Governance (including Data Protection compliance).</p>	<p>■ QS29</p> <p>■ QS30</p> <p>■ QS31</p>	<p>Creation of Information Governance Board.</p> <p>Annual report on the work of the Board presented to Audit and Governance Committee.</p> <p>Agreed performance indicators.</p>	<p>March 2025.</p> <p>Progress to be reported quarterly.</p> <p>Progress to be reported quarterly.</p>	<p>PFH Communications & Democracy / Director Governance & Licensing and Monitoring Officer.</p>
<p>46. Unlocking stalled employment sites owned by us, including, Hayne Lane Honiton, Colyford Road Seaton, Harepath Road Seaton and Cloakham Lawns Axminster.</p>	<p>■ QS32</p> <p>■ QS33</p>	<p>Progress will be monitored by the Senior Leadership Team and the Budget Setting & Capital Allocations Panel (BSCAP).</p> <p>Performance against key performance targets including workspace and job creation.</p>	<p>Reported as projects for BSCAP quarterly.</p> <p>Progress to be reported annually.</p>	<p>PFH Finance & Assets / Assistant Director Place, Assets & Commercialisation.</p>



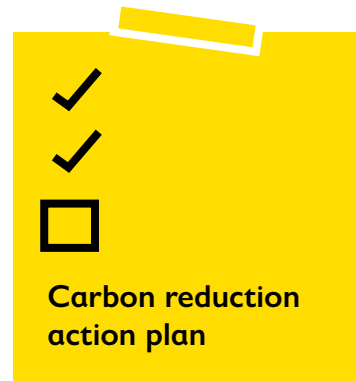
Our ambition

To be an outstanding and well-run council which provides great services and outstanding opportunities for East Devon - for the future generations

Financial implications of the Council Plan key actions

Like all councils we face challenges in balancing budgets, meeting day to day service costs and funding our ambitions. The actions within this Plan are carefully considered including the links to our service plans and are to be delivered through existing resources, assumed external funding or through partnerships.

There are plans and strategies in development and some adopted where delivery plans are under review to determine affordability. Areas of particular note are the development of the Housing Stock Asset & Delivery Management Strategy following the stock condition survey, the delivery of the Leisure Strategy, the town centre master plan for Cranbrook, economic delivery strategy and the significant infrastructure requirements that will come from the Local Plan.



Delivery Plan – Monitoring & Review

This Council Plan has been developed in partnership, including with our residents, partners, senior officers and councillors, and sets out a 4-year plan. It is likely that each of the strategic priorities will stand the test of time during the life of the plan, because of the level of analysis and consultation that informed them. Whilst we can anticipate that key priorities will remain relevant, the way we deliver them may need to change. The Council Plan will remain under review to ensure it is up to date.

Each priority is supported by a delivery plan outlining specific, measurable, achievable, and time-phased actions. These plans will track progress against priorities.

Updated versions of the delivery plans will be published annually, reflecting the achievements and the challenges of the preceding financial year, along with any significant recommended changes to the delivery plans that may arise from emerging demand, guidance, legislation, or policy.

The monitoring of the delivery plan will be overseen by Cabinet and the Scrutiny Committee. Service User Focus Groups will, periodically, help monitor our progress and keep the Council Plan in touch with the needs of our residents, visitors and business partners.

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