

Teignbridge District Council Overview & Scrutiny Committee

Part i

Quarter 3 2025-26 Council Strategy Performance

Purpose of Report

To update members on the delivery of the One Teignbridge Council Strategy 2025-2030, providing information on projects in progress and the development of mechanisms to track strategic delivery. Members are asked to review the project updates and proposed approach to future reporting.

Recommendation(s)

The Committee RESOLVES to:

- (1) Review the report and note the actions being taken to measure the performance of the One Teignbridge Council Strategy.

Financial Implications

A summary of the financial implications is contained in the detail of this report.

Head of Financial Services

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Legal Implications

A summary of legal requirements is contained in the detail of this report.

Monitoring Officer

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Risk Assessment

Failure to deliver the council strategy or parts of it will be identifiable in both the performance and risks reports, enabling both senior management and members to take action where necessary.

Head of Financial Services

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Environmental/Climate Change Implications

The council strategy contains a dedicated theme entitled Environment alongside other projects in the strategy that also impact on climate and the environment.

Climate Change Officer

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Executive Member

Strategic Direction - Cllr Richard Keeling

Appendices/Background Papers

Appendix A – Project summary report

BACKGROUND

The 2025/26 Quarter 2 Performance Report was the final report against the T10 projects associated with the Council Strategy 2020-2030.

This Quarter 3 report sets the benchmark for the One Teignbridge Council Strategy 2025-2030 which was adopted by Full Council in January 2025, and the associated [Action Plan](#) adopted by Full Council in October 2025

ONE TEIGNBRIDGE THEMES

Each of the six One Teignbridge Strategy Themes; **Community, Economy, Environment, Homes, Infrastructure**, and the **Way We Will Work**, will be governed by a Delivery Board led by a Head of Service to drive the delivery of actions and projects and to monitor performance and progress.

ONE TEIGNBRIDGE PROJECTS

The One Teignbridge Action Plan lays out specific projects and business initiatives under each section. Once the Theme Boards described above have been established, they will have responsibility for compiling quarterly performance updates with a focus on successes and exception reporting, which will then be combined into the quarterly report for Overview & Scrutiny Committee.

In the interim, a summary of the status of key One Teignbridge projects in progress can be found in Appendix A. This summary is intended as a live benchmark and the report will evolve to capture narrative relating to the full list of projects identified in the Action Plan by Quarter 4.

ONE TEIGNBRIDGE PERFORMANCE INDICATORS

The One Teignbridge Action Plan contains a series of key performance indicators (KPIs) which will be used as the basis for measuring performance against project targets. A public facing Power BI dashboard is in development to present performance monitoring information for all measurable KPIs. Our Digital Team are collecting data from line of business systems to link directly to the dashboard. Examples of the layout for the dashboard are shown below although these will be expanded to illustrate more detail, including trend information, as the delivery of the strategy progresses.

N.B. The 'Current Value' figures illustrated in the dashboard screenshots represent the Quarter 3 figure from which performance will be measured throughout the lifecycle of the strategy. Not all data has been mapped yet, but this will be complete for the Quarter 4 report to illustrate progress against target.

Community



Better is...	Frequency	Metric Name	Latest Available Date	Current Value
Higher is Better	Quarterly	£ Councillors Community Fund Invested In Community Projects	Q3 2025/26	£15,289
		£ Community Lottery Funding Given To Support Local Projects	Q3 2025/26	£35,122
		Percentage Compliance With Community Protection Warnings (CPW) And Community Protection Notices (CPN)	Q3 2025/26	91%
		Number Of Community Hubs	Q3 2025/26	4
		Percentage Of Projects On Target In The Local Delivery Plan	Q3 2025/26	67%
Tracking	Quarterly	Quantity Of Community Emergency Response Plans	Q3 2025/26	2
		Quantity Of Emergency Planning And Business Continuity Training Exercises Completed Per Year	Q3 2025/26	1

Economy



Better is...	Frequency	Metric Name	Latest Available Date	Current Value
Higher is Better	Quarterly	Employment And Business Land Delivered (Net)	Q3 2025/26	224 m2
		Percentage Of The Allocated Business And Employment Land Developed	Q3 2025/26	0%
		£ Total UK Shared Prosperity Fund Grant Issued	Q3 2025/26	£425,000
		Number Of UK Shared Prosperity Fund Grants Issued	Q3 2025/26	7
		Percentage Of 16-64 Year Olds In Employment (Office for National Statistics)	Q3 2025/26	81%
		Gross Disposable Household Income (Office for National Statistics)	Q3 2025/26	£24,924
		Gross Median Weekly Pay (Office for National Statistics)	Q3 2025/26	£689

Environment



Better is...	Frequency	Metric Name	Latest Available Date	Current Value
Higher is Better	Quarterly	Percentage Of Total Household Waste Sent For Recycling, Compost And Reuse (Department for Environment, Food And Rural Affairs)	Q3 2025/26	53%
		Percentage Of Total Household Waste That Is Collected Separately As Food Waste (Department for Environment, Food And Rural Affairs)	Q3 2025/26	TBC
		Number Of Views Of Climate Hub Webpage	Q3 2025/26	140
		Number Of Households/Businesses Signed Up To The My Electricity Project	Q3 2025/26	0
		Percentage Of Vulnerable Coastline Covered By An Up To Date Beach Management Plan	Q3 2025/26	TBC
		Quantity Of Litter Picks Per Year	Q3 2025/26	7
Lower is Better	Annual	Deaths Attributable To Particulate Air Pollution (Particulate Matter Less Than 2.5 Micrometres In Diameter {Pm2.5} (Fingertips)	Q3 2025/26	5
	Quarterly	Quantity of Enforcement Complaints	Q3 2025/26	74
Tracking	Quarterly	Quantity of Enforcement Complaints Closed: Resolved	Q3 2025/26	21
		Quantity of Enforcement Complaints Closed: No Breach	Q3 2025/26	24
		Quantity of Enforcement Complaints Closed: No Action	Q3 2025/26	23

Infrastructure



Better is...	Frequency	Metric Name	Latest Available Date	Current Value
Higher is Better	Quarterly	Quantity of Projects Delivered In Infrastructure Delivery Plan	Q3 2025/26	TBC
		Number Of Parishes With An Approved Infrastructure Plan	Q3 2025/26	2
		Number Of Parishes With An Adopted Neighbourhood Plan	Q3 2025/26	11
		£ Grant Funded Income For Infrastructure Projects	Q3 2025/26	TBC
Tracking	Quarterly	Quantity Of Residential Planning Permissions Granted	Q3 2025/26	20
		£ Community Infrastructure Levy Income	Q3 2025/26	£1,104,287
		£ Community Infrastructure Levy Expenditure	Q3 2025/26	TBC
		£ Section 106 Contribution Income	Q3 2025/26	£67,929
		£ Section 106 Contribution Expenditure	Q3 2025/26	TBC

Homes



Better is...	Frequency	Metric Name	Latest Available Date	Current Value
Higher is Better	Quarterly	£ Income Generated Through Planning Performance Agreements (PPAs)	Q3 2025/26	£22,000
		Quantity Of Net Additional Dwellings	Q3 2025/26	119
		Number Of Social Rented Homes Delivered	Q3 2025/26	0
		Number Of Extra-Care Homes Delivered	Q3 2025/26	0
		Number Of Market Homes Delivered In Designated Rural Parishes	Q3 2025/26	75
		Quantity Of Affordable Homes Delivered In Designated Rural Parishes	Q3 2025/26	18
		Total New Homes As Percentage Of 720 Target	Q3 2025/26	51%
		Number Of Accessible Homes Delivered	Q3 2025/26	0
		Percentage Of Planning Applications Delivered On Time - P151 Major Applications	Q3 2025/26	100%
Lower is Better	Quarterly	Percentage Of Households In Temporary Accommodation In Bed And Breakfasts	Q3 2025/26	TBC
		Number Of Households With Children In Temporary Accommodation	Q3 2025/26	TBC
Tracking	Quarterly	Social Housing Demand /Number Of Households On The Housing Register	Q3 2025/26	1,639
		Quantity Of Homelessness Presentations	Q3 2025/26	127
		Type Of Homes Delivered (Residential Mix)	Q3 2025/26	TBC
		£ Average House Prices	Q3 2025/26	£298,000
		House Price To Workplace-Based Earnings Ratio	Q3 2025/26	9

IMPLICATIONS, RISK MANAGEMENT AND CLIMATE CHANGE IMPACT

Finance

The budget for 2026/27 presented to Full Council in February 2026 identifies a need for use of £1.0 million of earmarked reserves in 2027/28 and £1.2 million in 2028/29.

Further work will be required to identify savings/ generate income to balance the on-going budget gap and protect our earmarked reserves.

Legal

Although there are no direct legal implications regarding this report, it will be appreciated that the Committee has constitutional responsibility to review and scrutinise the performance of the Council in relation to policy objectives and performance targets to which this report refers.

Risks

The Council Strategy has a comprehensive set of risks associated to its delivery. Each risk has a set of mitigating actions which are reviewed and updated by the officers directly responsible.

These risks are monitored and discussed as part of the strategic and corporate risk reports that are presented regularly to the Strategic Leadership Team and Audit Scrutiny Committee. Any areas of poor performance or unacceptable risk are identified in the reports.

Environmental/ Climate Change Impact

The council strategy contains a dedicated theme entitled Environment. This theme looks at the actions the authority can achieve to increase the district's resilience to the changing climate.

The authority continues to support the Devon Climate Emergency, which is seeking to achieve net-zero carbon emissions across Devon at the earliest credible date.

ALTERNATIVE OPTIONS

None

CONCLUSION

The One Teignbridge Strategy Action Plan was adopted during quarter 3 of 2025/26; the reporting mechanisms in development for quarter 4 will provide Members with an overview of project performance against agreed KPIs. In the

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interim, this report provides a list of projects already initiated.

APPENDIX A – Project Summary Report

COMMUNITY	Status	Project Lead	Progress Update
C.1. Deliver a programme of improved working relationships with town and parish councils, providing better channels of communication and mutual understanding of expectations.	On Track	Tom Pearce	<p>The Town and Parish Charter was approved by the Executive in late 2025; this was detailed to all Town and Parish Councils at a Local Leaders' event in February 2026, Alongside principles in ways of working we have also supplied our Town and Parish colleagues with a structure guide to functions at Teignbridge District Council, and a new escalation procedure for issues to be raised.</p> <p>First network meeting organised for 1st April at Newton's Place, all Town and Parish Councils invited, and CVS have extended the invitation to their network. We have guest speakers from TDC, Teign CVS, and Devon and Cornwall Police, alongside exhibition stands from organisations including Action on Climate in Teignbridge and Newton Abbot Rotary.</p>
C.2. Work with partners as part of the Community Safety Partnership to reduce crime, anti-social behaviour and domestic abuse.	On Track	Rebecca Hewitt	Deliver the Let's Talk Project: Approved through the Project Assurance Board and the next step is for a member of staff to be seconded to have additional resource to implement the project.
C.3. Work with our community and voluntary partners.	On Track	Tom Pearce/ Louisa Brinton	<p>Maintain Councillors Community Fund for local projects: The Councillor's Community Fund continues to support projects across the district, with over £33,000 spent this year on applications including lifeguard training and spinal boards for a local pool, defibrillator purchases for a local sports club, renovations of community gardens, picnic benches and play areas, and accessibility upgrades for community facilities.</p> <p>Maintain Teignbridge Community Lottery to support local projects: Teignbridge Community Lottery has grown to support 110 good causes, with 60% of ticket sales going to support their work. Local winners have included one lucky recipient of £25,000. We anticipate having over £30,000 to distribute through the Small Grants Fund this year: applications will open in the summer for distribution later this year.</p>
C.4. Collaborate with Devon County Council to improve road safety conditions	On Track	Rebecca Hewitt	Safer Spaces, Safer Places, hosted in partnership between Young Devon, SPACE Youth Services and Teignbridge Community Safety, continues to demonstrate impact. Findings from our peer researchers have informed

			community safety priorities for Newton Abbot and Teignmouth, and a 'My Way Home' insights session has been organised to receive further feedback. Learnings from this project around the design of the public realm are being brought into the Newton Abbot Town Centre Masterplan.
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ECONOMY	Status	Project Lead	Update
EC.2. Work in partnership with Newton Abbot Town Council to prepare a masterplan for Newton Abbot town centre	On Track	Kati Owen	The Project Board, including Councillors and senior officers from DCC, TDC and NATC, had its first meeting in February. The Project Team continues to meet regularly. The results of the public consultation which closed in February are being analysed and alongside the feasibility studies received or awaited on sites including Sherborne House, the Multi-Storey Car Park and Bradley Lane will inform next steps. Targeted stakeholder consultation is being carried out in conjunction with the town council, the Chamber of Commerce, and DCC.
EC.4. Complete redevelopment of Market Hall	On Track	Peter Briscoe	The historic Market Hall building has had significant regeneration works undertaken since the project commenced in November 2024, with project set to be completed and handed over to TDC on the 24th April 2026. Although the construction part of the project will be completed, we are set to hand over to the new management company in early May 2026 The project has focused on the refurbishment and reimagining of the Market Hall, alongside the creation of a new gateway from Market Street. In addition, new paving and supporting infrastructure have been installed in Market Square to enable future events and activities. These improvements are designed to revitalise the town centre, creating a vibrant destination in the heart of Teignbridge that supports both daytime and evening trading. Once complete, the Market Hall will offer a mix of retail, food, events and a bar, with flexible space in the main hall for pop-up activities and community use.

ENVIRONMENT	Status	Project Lead	Update
EN.1. Improve enforcement processes	On Track	David Eaton	Deal with enforcement issues and complaints effectively and efficiently: Process mapping of the existing and improved planning enforcement process has taken place. The final report with recommendations will be considered by the Head of

			<p>Service and the improvements implemented.</p> <p>Prepare and implement a corporate enforcement policy: A unified enforcement policy is in draft and currently being reviewed by officers across the council who undertake enforcement activity. The draft will be considered by Overview and Scrutiny Committee on the 16th June for approval at Executive on the 7th July.</p>
EN.3. Introduce new measures to increase household recycling rates	On Track	Chris Braines	<p>The tender process has been completed, and the contract has been awarded to Prime Build SW Ltd. Works are due to commence on the 13th April 2026 and run up until August 2027. The scope remains:</p> <ul style="list-style-type: none"> - A new sort line to allow the addition of cartons and flexible plastics and films to be added to the kerbside recycling service - New steel-framed sheds to cover the open silos where bulk waste is stored - Better welfare facilities for staff on-site
EN.5. Increase tree planting and accessible green spaces	On Track	Estelle Skinner	<p>Partner with the Plymouth and South Devon Community Forest and Town and Parish Councils to enable tree planting opportunities: Estelle has attended a workshop and site visits with the Plymouth & South Devon Community Forest which was on 28th January 2026 and Estelle and the green spaces team will be having an online meeting to discuss possible sites for tree planting next month. There is limited scope for tree planting on our own land due to the current extent of planting and the different uses of our land.</p> <p>Bradmore (& Highweek) Hilltop Park has a Masterplan that was produced in 2024-25. It isn't actively being delivered currently but in due course we'll be speaking with respective developers, landowners and the Newton Abbot & Kingsteignton Town Councils regarding potential to support delivery of this largescale project.</p>

HOMES	Status	Project Lead	Update
H.1. Facilitate or deliver 100+ affordable homes on Council-owned sites.	On Track	Jon-Lloyd Owen	<p>Council Site Affordable Housing: The brief and quotes have been issued and following interviews, Roberts Limbrick architects have been engaged to carry out the design and feasibility studies. The project inception meeting with the architects were held on 12 January 2026, followed by site visits on 20 January.</p> <ul style="list-style-type: none"> • Feb – March: Scheme requirements, site analysis, design options, pre-application planning advice, legal and procurement advice on delivery options, appointment of surveys and cost consultants • April – May: soft-market engagement with Registered Providers (housing

			associations), viability assessment, finalisation of feasibility studies report • June-July: business case preparation, report to Executive (TBC).
H.4. Improve temporary accommodation arrangements and reduce use and cost of B&B accommodation	Caution	Jon Lloyd-Owen	Harewood House: The property was acquired on 16 December and will following conversion works provide seven rooms and operate as a hostel providing temporary accommodation. The Assets service are currently preparing the specification in order to tender the conversion and refurbishment works. The project plan anticipates completion by December 2026, but the final programme will depend on the selected contractor's programme of works. However, an issue with rot to ground floor joists has been identified which is being addressed in the specification.
H.5. Prepare a new Housing Strategy for Teignbridge setting out priority outcomes to 2030	On Track	Jon Lloyd-Owen	Housing Strategy: The timeline for the production of a new Housing Strategy has been revised and is now due to be completed by July. The draft strategy is due to be brought to an informal meeting of the Overview and Scrutiny meeting in May and will then go out to public and stakeholder consultation in May / June.
H.7. Manage Gypsy and Traveller provision in the district	On Track	Chris Braines	Secure parks/and carry out target hardening to reduce unauthorised encampments on Council-owned sites: Osborne Park New galvanised posts have been installed at 1.5m centres, with timber rails fixed in situ around the park's perimeter. An earth mound has also been constructed. In addition, boulders have been dowelled and reinforced with steel bars set deep into high-strength concrete, positioned at the ends of the earth mounds. A high-security gate has been installed, fitted with an anti-vandal padlock shroud to prevent padlocks from being cut off. The gate will continue to provide access for field maintenance and for the Tuckers Maltings lorry during their festival. We are currently awaiting the delivery of additional galvanised posts, which will be installed by the contractor. Forde Park All access-prevention measures have now been installed. Courtenay Park The majority of access-prevention measures have been installed at this location. Approximately eight additional posts are still to be installed around the park to further improve site security.

INFRASTRUCTURE	Status	Project Lead	Update
IN.1. Deliver additional education facilities to support new development.	On Track	Claire Blaney	Bovey Tracey Primary School: Devon County Council have completed and shared feasibility designs. Ecology, Topographic and Arboriculture surveys are now needed over the next year. Canada Hill Primary School expansion: This has been approved internally for the feasibility to start.
IN.2. Coordinate a Strategic Infrastructure and Growth Partnership and Programme to accelerate housing delivery.	On Track	Charles Acland	Working with partners to secure infrastructure alongside development – including National Grid, Devon County Council, National Highways, the NHS and utilities companies: Working to establish an ongoing programme of 6-monthly meetings with key partners to discuss challenges and strategic sites. Have already met with National Grid and built a good relationship with NHS and Homes England. Establish earlier opportunities for discussions to speed up S106 negotiations: Process mapping of S106 is planned to recommence after pause. This process will inform a new approach, which requires greater coordination between TDC departments. A key issue identified in discussions with developers is the limitations of specialist Planning Legal Capacity, and nervousness of Planning to compromise and accept less than 100% policy compliance, which is a key driver of S106 timelines. Prioritise CIL and S106 spending in accordance with the Infrastructure Delivery Plan and Capital Programme: This was achieved through the Budget meeting of February but will be an ongoing process kept under review. Prioritisation of S106 spending is an area of particular focus over the next 24 months.
IN.3. Support parish and town councils to prepare neighbourhood and infrastructure plans and coordinate joint programmes for infrastructure spending.	On Track	Alex Lessware	CIL spending programme was approved at Full Council on the 23rd February as part of the Budget and detailed to Town and Parish Councils at the Local Leaders event on the same day. The bid evaluation criteria and a Town and Parish Guidance document was circulated to all clerks on the 4th March, with a 6-month deadline for initial bids to be received by the 5th September. The response from town and parish colleagues has been very positive, with intentions to bids and project details received from several councils.
IN.7. Develop an understanding of current and future health and wellbeing and playing pitch needs in the district.	On Track	Rob Kelley	Stage A of the Teignbridge Playing Pitch Strategy (PPS) has been completed. The project is currently nearing the end of the Winter Sports data collection (Stage B, Part 1) which should be signed off by stakeholders before the end of March. This will be followed from April-June by the Summer Sports data collection (Stage B, Part 2). The project is currently on budget and is on schedule to meet its target to publish the final PPS in December 2026.

THE WAY WE WILL WORK	Status	Project Lead	Update
<p>W.2. Update the corporate monitoring framework and risk register to ensure effective and appropriate scrutiny of performance and risk.</p>	<p>On Track</p>	<p>Sarah Knight</p>	<p>Performance Monitoring: A project board has been established to govern the development of a One Teignbridge strategy dashboard, underpinned by a standardised, scalable service delivery dashboard solution for each of the 12 services, to support business planning, performance management, benchmarking and statutory reporting.</p> <p>Risk Reporting: An internal audit of risk management processes has been completed, and the recommendations will form the foundation of a review and update of our risk management policy, processes, and reporting framework. This work will link with the One Teignbridge governance which is being established and will include a Delivery Board chaired by a Head of Service for each of the 6 themes.</p>
<p>W.3. Deliver the Modern 25 Programme</p>	<p>Caution</p>	<p>Sarah Knight</p>	<p>The Modern 25 Programme is now entering its final phase and is due to complete in June 2026, with an end project report due in June including options for projects to be taken forward ahead of LGR. There is a risk to delivery of the full financial savings target due to committee decisions regarding asset disposals, however we are continuing to explore alternative opportunities. The budget gap is now circa £1m; the business planning cycle for 2026/27 budget setting commences in April and services will be tasked with identifying savings to meet the new target.</p>