

EDENSERV

Independent Chair and Non-Executive Director Recruitment Pack

April 2026

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environment



Introduction



Cllr Paul Arnott

Chair, EdenServ Shareholder Committee
Leader of East Devon District Council

Thank you for your interest in joining the Board of EdenServ as Chair or one of our three Non-Executive Directors.

EdenServ is a newly established, wholly East Devon Council-owned Local Authority Trading Company (LATCo), created to deliver recycling, waste and environmental services. The company represents a significant strategic shift in how services are delivered, bringing them in-house through a commercially focused, arms-length model.

The company has been formally incorporated (November 2025) and will commence service delivery in July 2026, following the expiry of the current external contract with Suez.

This is a rare opportunity to shape a new organisation from inception, setting its culture, governance, and strategic direction at a critical stage.

These will be the first independent appointments to the Board, working alongside the newly appointed Managing Director, James Carpenter and reporting to the Council's Shareholder Committee.

We are keen to attract those who understand the importance of place based service delivery in locality, who have the skills and experience to help us shape and grow the company not only for today, but for the challenges and opportunities of Local Government reorganisation too. You will be passionate about leading a company with both commercial and social value at heart, have a good understanding of the work we do and why, and ensure we strike the right balance of good governance, risk appetite, growth and service excellence.

This is your opportunity to create, shape and grow a company that will make a lasting impact on services, communities and the environment across East Devon. If you are inspired by our vision and mission and offer the skills and experience needed for our Board, we welcome your interest and look forward to receiving your application.

For further information and a confidential discussion, please contact our recruitment partner **Anna Jay** at Public Leaders Appointments: anna@publicleadersappointments.com or 07904 236348.

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About EdenServ



East Devon District Council has created a brand-new Local Authority Trading Company (LATCo) to manage and deliver recycling and waste services across the district. This is a bold and exciting move, one that puts local people, sustainability, and innovation at the heart of service delivery. In time, the LATCo is also expected to expand, taking on the Council's StreetScene Operations service and carefully selected commercial services with clear environmental benefits, such as commercial recycling.⁷

We are proud to be one of the UK's leading councils on recycling and environmental performance, consistently achieving high recycling rates and working towards ambitious carbon reduction goals. By establishing our own LATCo, we are taking control of how services are delivered, ensuring they are not only efficient and financially sustainable but also deeply aligned with the values of the communities we serve.

This is more than just a recycling and waste service. It's about building an organisation with purpose, one that combines the best of public service ethos with the agility and commercial mindset of a modern company.

EdenServ has been established to deliver a range of environmental services on behalf of the Council, including:

- Waste collection and disposal
- Recycling services
- Street cleansing
- Grounds maintenance
- Environmental and related services

The company has been designed to:

- Provide high-quality, efficient frontline services
- Deliver environmental and social value
- Operate as a commercially sustainable organisation
- Retain strong public sector accountability

The company has been formally incorporated as East Devon Environmental Services Limited: 16840236

We will begin full-service delivery from July 2026, following the end of the current external contract with Suez.



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Local Context

EdenServ operates within East Devon, a diverse and growing district with a mix of coastal, rural and urban communities.

Key characteristics of the area include:

- A population of approximately 150,000+ residents
- A strong local economy with a mix of tourism, agriculture and small businesses
- Significant environmental assets, including coastline, countryside and Areas of Outstanding Natural Beauty
- Ongoing housing growth and new developments, increasing demand for services

The Council provides essential frontline services to every household and business across the district, including:

- Household waste and recycling collection
- Street cleansing and public realm services
- Grounds maintenance and environmental services

EdenServ will take on responsibility for delivering the Recycling and Waste services from July 2026, representing a major operational undertaking and a critical public-facing function.

The scale and visibility of these services mean that service quality, reliability and public satisfaction are central to the company's success.



Local Government Reorganisation



Following a detailed business case, the LATCo model was selected as the preferred delivery option, offering:

- Greater flexibility than traditional outsourcing
- Stronger local control
- Improved long-term value and resilience
- Ability to adapt to changing national waste policy

Whilst EdenServ is being established at a time of significant structural change in local government. The Government's consultation on Local Government Reorganisation across Devon, Plymouth and Torbay signals a likely shift towards larger unitary authorities, with implications for scale, commissioning and service delivery models.

This evolving landscape presents a strategic opportunity. While the outcome remains uncertain, the direction of travel is clear: greater scale, simplification of governance, and potential consolidation of services.

For EdenServ, this creates both opportunity and risk. As a newly established LATCo, the organisation has been intentionally designed to be flexible and scalable, well positioned to adapt to structural change and, potentially, to grow its service footprint or take on additional functions.

At the same time, reorganisation may alter governance, commissioning and shareholder arrangements. The Board will therefore need to provide clear strategic oversight, ensuring the company remains resilient, focused on delivery, and able to respond confidently to change.

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Strategic Objectives



EDENSERV

EdenServ Strategic Objectives are:

- Delivering efficient, high-quality services for the Council
- Achieving value for money and financial sustainability
- Supporting local economic development
- Reducing environmental impact and supporting climate objectives
- Creating a scalable and future-ready operating model
- Aligning with the Council's wider mission and priorities

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Our Why? and Our How?



Our Purpose and Mission

EdenServ has a clear and ambitious purpose:

"To safeguard the wellbeing of people and businesses, improve the environment and promote prosperity through the flexible and efficient delivery of environmental services."

The company has been designed to:

- Deliver excellent, reliable frontline services
- Support environmental sustainability and climate goals
- Create local economic value and employment opportunities
- Operate as a financially sustainable, high-performing business
- As a new organisation, there is a unique opportunity to shape the culture, values and behaviours that will underpin long-term success.

Our Values and Behaviours

Together **WE SERVE ...**

- W**ork safely and smartly
- E**nvironment cared for in every task
- S**peak openly and respectfully
- E**veryone working as one team
- R**esponsibility taken for our work
- V**alue delivered to residents

Living our values is essential to how EdenServ operates. To make sure they remain meaningful, consistent and visible in everyday work, we will measure and monitor them in several ways. Our metrics are focussed on learning, improving and keeping our standards high for the residents who rely on us.

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Key Priorities (12-18 Months)



The Board is responsible for:

- Setting the company's strategic direction
- Ensuring strong governance and compliance
- Monitoring performance and delivery
- Providing constructive challenge and support to the executive

Board Structure:

The Board structure will comprise:

- Independent Chair (Independent Non-Executive)
- Three Independent Non-Executive Directors
- Managing Director (Executive Director)

Priorities:

1. Successful Mobilisation Period

- Transition from external contractor to LATCo model from July 2026.

2. Governance & Assurance

- Embedding Articles, Shareholder Agreement and Board processes
- Establishing effective reporting and controls

3. Financial Stability

- Delivering the first full Business Plan
- Managing start-up costs and operational risks

4. Culture & Leadership

- Defining and embedding organisational values and behaviours
- Supporting the new executive team

5. Service Performance

- Maintaining continuity of service
- Driving early improvements and efficiencies

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Governance and Ownership

The logo for Edenserv, featuring the word "EDENSERV" in a bold, green, sans-serif font. The letter "E" is stylized with a circular arrow icon inside it. The logo is positioned in the top right corner of the page, with a blue geometric shape partially visible behind it.

Effective control over Edenserv is achieved through a range of governance, management and control activities which are applied both at a high strategic level and at a day-to-day low level. There must be a 'golden thread' all the way from Council Constitution and Shareholder Agreement through to the day-to-day monitoring activities by the council's contract management function.

Edenserv will be managed and operated as a separate organisation which is legally independent of the council and is free, within limits, to make its own decisions. A key purpose of governance is to establish these limits, along with providing it with strategic direction, monitoring performance and ensuring compliance with Teckal exemption.

The Council takes on dual roles of owner and contracting party, which roles are to be clearly articulated in the shareholders agreement and waste services agreement.

Edenserv is wholly owned by the Council and operates within a robust governance framework.

Key features include:

- Strategic oversight through a Shareholder Committee (a Cabinet sub-committee)
- A formal Shareholder Agreement and Articles of Association
- Clear delineation between ownership and operational management

The Council retains control over key strategic decisions, including:

- Approval of the Business Plan
- Oversight of financial performance and risk
- Appointment of Board Directors
- Reserved matters requiring shareholder consent

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Staff Structure



EdenServ's first Managing Director, James Carpenter, joined the organisation following an external recruitment process in February 2026.

James brings significant leadership experience in waste, environmental and local authority trading environments, with a strong track record of delivering operational performance, transformation and service improvement.

His priorities include:

- Leading the transition of services into EdenServ (July 2026)
- Building a high-performing and values-led organisation
- Establishing strong operational and management capability
- Delivering safe, efficient and customer-focused services from day one

The relationship between the Chair, NEDs and Managing Director will be critical, balancing support and challenge to ensure EdenServ achieves its ambitions.

The staffing structure will be based on the existing roles operated by Suez, with additional specialist staff to reflect the needs of operating the company at arm's length from the Council. This will include functions for HR, financial management, health and safety and procurement.

The organisation will be circa 150 strong when the operational staff transfer across to EdenServ under a live TUPE process.

There are ongoing conversations regarding the potential for other Council based services and staff to transition into the LATCo in the future, subject to further consideration and business case review.



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The Opportunities



We are currently recruiting for a new Independent Chair and three Non-Executive Directors, who will join the Board in the summer of 2026. As Chair, you will provide strategic and motivational leadership to the Board and support the Managing Director in delivering the aims of EdenServ. You will help to set and drive EdenServ's strategic direction, monitor transformational and operational programmes and ensure the Company fulfils statutory and legislative responsibilities.

EdenServ is not simply a new company, it is a critical public service provider that will impact every resident and business in the district.

Board members will play a key role in:

- Ensuring safe, reliable and high-quality services
- Supporting the Council's environmental and climate ambitions
- Delivering value for money for taxpayers
- Creating a sustainable, future-ready organisation

This is a unique opportunity to join a newly established organisation at a formative stage. You will play a key role in establishing the Company and will promote the highest standards of practice, quality, and governance, whilst remaining focused on board matters, not straying into executive direction. This ensures that NEDs provide an independent view of the company that is removed from day-to-day operations.

In our Chair, we are seeking an experienced Board Director with a strong sector background, You will bring strong influencing skills, the confidence to provide constructive challenge and hold others to account, and prior experience as an executive or Non-Executive Director. A proven track record of supporting organisations through significant change is essential and experience of working collaboratively with local authorities and other strategic partners. Most importantly is an affinity with and commitment to purpose and values.

We welcome applications from the whole community to encourage a diverse and representative Board. In particular we would like to increase the representation of those in our community that identify as coming from a Black, Asian or other minority ethnic (BAME) background or identify as having a disability and would welcome applications.

Candidates will share our pride in serving the East Devon environment.

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The Roles



Chair

The role of the Chair is to provide leadership to the Board by creating the conditions for collective Board and individual Board Member effectiveness, both inside and outside the boardroom. The Board is empowered to control and direct the affairs of EdenServ and ensure that high standards of governance and probity are maintained.

The Chair will provide leadership to the Board and ensure its effectiveness. Key responsibilities include:

- Leading the Board and setting its agenda and culture
- Supporting and appraising the Managing Director
- Ensuring effective governance and decision-making
- Acting as a key interface with the Shareholder
- Leading the recruitment and development of the Board
- We are seeking individuals who bring:
 - Board-level non-executive leadership experience in a comparable vehicle
 - Strong governance expertise
 - Experience of leading change, transformation or start-up environments
 - Ability to build and lead high-performing Boards

Non-Executive Directors

Will:

- Contribute to strategy and decision-making
- Provide independent challenge and oversight
- Monitor performance, risk and financial management
- Ensure alignment with shareholder objectives
- Support the development of a high-performing organisation

We are seeking individuals who have experience in one or more of the following:

- Experience of working within a publicly owned or regulated environment, with an understanding of the relationship between the Board, executive team and public sector shareholder
- Commercial or operational leadership
- Strong governance expertise – one NED will take a lead role in governance
- Finance, audit or risk – one NED will take a lead role in financial strategy and oversight

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Remuneration and Time Commitment



EdenServ offers a rare opportunity to shape a new public service organisation from inception, deliver services that impact every household and business locally, contribute to environmental sustainability and community wellbeing and play a meaningful role in public sector transformation

The roles are remunerated as follows:

Chair

Expected commitment: up to 40 days per annum

£500 per day

Non-Executive Directors

Expected commitment: approximately 12 days per annum
(including Board meetings, preparation, stakeholder engagement and ad hoc support during mobilisation phase)

£500 per day

In the first year (2026–2027) is expected to require greater time commitment, reflecting: Company set-up, service transition (July 2026) and establishing governance and reporting frameworks

Board meetings are expected to take place monthly initially, with additional meetings during mobilisation. Ultimately, these will move to quarterly meetings with additional committees created – NED's are expected to sit on at least one committee.

Meetings are expected to be in person in the East Devon locality.

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Criteria for appointment



For all roles, you must bring a commitment to public service and community impact, an ability to balance commercial focus with public accountability, strong interpersonal and influencing skills and a robust understanding of financial governance, audit and compliance

EdenServ is committed to the highest standards of governance and integrity. As a Local Authority Trading Company, it is essential that all Board Directors are able to always act independently and in the best interests of the Company.

While EdenServ is wholly owned by the Council, the role of the Board is distinct from that of the Shareholder. Directors are legally required to act in the interests of the Company, and effective governance is achieved through clear separation between:

The Board (strategic leadership and oversight) and the Shareholder Committee (ownership and control)

To support this, all appointments will be made on the basis of independence, sound judgement and professional integrity.

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Independence of Directors



Independence of Directors

It is considered best practice that Non-Executive Directors, including the Chair, are independent of the Council and free from relationships or circumstances that could influence, or be perceived to influence, their judgement.

Candidates should be able to demonstrate that they can act objectively and impartially, provide constructive challenge and exercise independent judgement in all circumstances

Factors Affecting Independence

- The following circumstances are likely to be considered as potentially impairing independence:
- Current or recent employment (within the last five years) by the Company, the Council, or any related group
- A material business relationship with the Company within the last three years, either directly or through a related organisation
- Receipt of additional remuneration beyond standard Director fees, including participation in performance-related pay, share schemes or pension arrangements linked to the Company
- Close family relationships with the Company's advisers, Directors or senior employees
- Cross-directorships or significant professional connections with other Board members that could compromise independence
- Representation of a significant shareholder interest
- Length of tenure exceeding nine years from the date of first appointment

These criteria are not intended to be exhaustive but provide a framework to ensure that the Board maintains appropriate independence, balance and effectiveness.

All appointments will be made following appropriate due diligence, and any potential conflicts of interest will be considered as part of the selection process.

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How to Apply?



We encourage conversations with our executive search partner **Anna Jay**, Managing Director of **Public Leaders Appointments** in advance of submitting your application:

anna@publicleadersappointments.com

07904 236348

In order to apply, please submit a CV which should be supported by a covering letter of no more than 3 sides of A4. Your cover letter/supporting statement should outline your motivations for applying to join EdenServ's Board and highlight how your skills, knowledge and experience meet the requirements of our new Chair or NEDs.

Applications should be sent to applications@publicleadersappointments.com with reference 'EdenServ'.

Please also provide contact details for two professional references. Referees should be people who can comment authoritatively on you as a person and as an employee or Board Member and will not be contacted without your prior consent.

Equality, diversity and inclusion are all integral to our organisational ethos and values, and we welcome and encourage applications from people of all backgrounds.

Timetable

Deadline for applications:

Midday, 28th May 2026

Leadership Profiling Psychometric Assessments:

w/c 8th June 2026 (online)

Interviews:

24th or 25th June 2026 (In person)

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