



Front cover image: The Washlands, Burton upon Trent

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Introduction

Welcome to the 2022/23 edition of East Staffordshire Borough Council's Corporate Plan.

This Corporate Plan sets out the way in which East Staffordshire Borough Council will deliver, develop and improve its services over the next 12 months. It plays an important role in ensuring our strategic objectives are achieved for the people of East Staffordshire and forms the foundation for operational service planning and staff appraisals.

This document provides a review of the highlights from the past 12 months, and details how ESBC will continue to deliver its corporate priorities over the forthcoming year:

- *Community Regeneration*
- *Environment and Health & Wellbeing*
- *Value for Money Council*

This year we will build on the Uttoxeter Masterplan further consultation by investigating how the Maltings Shopping Precinct could be redeveloped, as well as

exploring the feasibility of creating a Business Improvement District.

Burton will represent the Midlands region in the RHS Britain in Bloom finals for 2022. The Washlands Enhancement Project will be completed, creating an accessible nature, conservation and recreation area.

We will work to improve the visitor economy of East Staffordshire as a whole; developing a tourism brand, establishing a Tourism Partnership and standalone website, as well as developing proposals for a landmark visitor centre to further bolster the Washlands as a new destination.

As a local authority, we are always seeking to improve, and this year ESBC took up the Local Government Association's Corporate Peer Challenge, opening ourselves up to questioning from professionals from external local authorities. The team highlighted many positive areas, including our work on regeneration, the commitment

of Members and Officers, and our approach to value for money. They also identified some areas where they felt the Council could strengthen its approach and we look forward to addressing these as part of our continued improvement journey.

This Plan seeks to show our residents, partners and staff where the Council is heading during 2022/23 and beyond, and how we will work to support our communities.



***Cllr George Allen,
Acting Leader of
the Council***



***Andy O'Brien,
Chief Executive***

Our Corporate Priorities

East Staffordshire Borough Council has three Corporate Priorities.

These are underpinned by a number of objectives for 2022/23 the Council aims to deliver in order to achieve them, which are detailed later in this Corporate Plan.



Community
Regeneration

Environment and
Health & Wellbeing



Value for Money
Council

Highlights from 2021/22

Leader of the Council

Successful Delivery of Elections and Implementation of Boundary Review Outcomes

This year the Council continued its successful track record in its delivery of electoral services. In addition to the necessary by-elections in the Borough, the Council co-ordinated the delivery of the Police, Fire and Crime Commissioner (PFCC) elections (postponed from 2020) with the County Council elections for Staffordshire, in a Covid-secure manner.



Furthermore, the Council took on the Police Area Returning Officer (PARO) responsibilities for the PFCC election, and was not only

responsible for administering and returning our local count, but also carried the added responsibility for the administration and returning of the whole County wide election.

The East Staffordshire (Electoral Changes) Order 2021, to implement recommendations made by the Local Government Boundary Commission for England (LGBCE) for new electoral arrangements in East Staffordshire Borough Council, was made on 1 November 2021. The new ward arrangements will come into force at the next local borough elections in May 2023. In the meantime the Council has begun to prepare its systems and processes for amended boundaries and complete the necessary review of its polling places.

LGA Peer Review

This year the Council has worked with the Local Government Association (LGA) assisting with the delivery of a peer review to another council, and hosting a corporate peer challenge at East Staffordshire. Despite logistical challenges and the need to move the review online mid-way through, the team spoke to over 110 people during the 3 days, including a broad range of

Members, Officers, Partners and members of the Community.

The team highlighted many positive areas, including, ESBC is a well-run Council, our work on regeneration, commitment of Members and Staff and our approach to Value for Money. In turn, they identified several areas where they felt the Council could strengthen its approach and we look forward to addressing these as part of our continued improvement journey, the main purpose of triggering the Corporate Peer Challenge in the first place.

Improved Resilience Planning

Reflecting on the challenges of recent years, including experience from the Storm Dennis flooding, the Covid-19 pandemic and the EU withdrawal, the Council has completed a review of its emergency and business continuity planning approach, incorporating learning from the recent response and recovery.

Review of Council Committees

Having carried out a review of the Council's committee structure, including undertaking benchmarking with other local authorities and

consultation with the Council's Members, a number of enhancements to the current committee structure and committee membership have been approved.

In particular, the Council's overview and scrutiny function will be strengthened by creating a standalone Audit Committee and increasing the number of scrutiny committees to three, aligned with the Corporate Plan priorities. The report also proposed a reduction in membership of the scrutiny, planning and licensing committee structures to create smaller, more focussed committees to facilitate improved engagement. These changes will come into effect from the start of the new municipal year.

Human Resources

The Council has continued to monitor staffing availability through ongoing and detailed analysis of short term sickness absence, to ensure staffing resource is optimised during and beyond the pandemic.

Payments Team

The Council has continued to support businesses by promptly paying its Creditors following receipt of an invoice.

Finance

Continued to Develop Effective Communications

The Council has reviewed its PR and communications approach and adopted a new Communications, Engagement and Consultation Strategy. In addition, the Council has implemented a corporate E-newsletter to

further improve communication with stakeholders and promote Council services. The Leader's Blog and targeted video updates from Cabinet Members to share relevant and important messages has complemented the improvement in communications.

Embracing Digital Opportunities

Following the development of the Council's new Digital Strategy in 2020, the Council has established a process for reviewing digital services. Gold Standard in the Geo-Place categorisation listing for all the Local Land and Property Gazetteer (LLPG) activities ESBC has control over has been maintained. The first phase of a project utilising Unique Property Reference Numbers to underpin and provide the structure for any address based digital services the Council develops has been implemented.

The Council has also completed a feasibility study investigating the possibility of introducing a mechanism for residents to register for an online customer account in order for information from different services and systems to be managed in one place. However, the cost implications currently negate the benefits.



Continue to Improve our Financial Resilience

We have continued to proactively improve financial management activities within the Council, making sure proper arrangements are in place to ensure continued value for money and financial resilience, providing sound financial advice to key corporate projects, initiatives and decision making. We have continued to ensure the work we carry out is done in time to meet the deadlines for the preparation, audit and approval of the Council's Statement of Accounts, and have once again achieved an "unqualified" auditor's opinion on this as well as for Value for Money.

We have continued to monitor the financial impact of the Covid-19 Pandemic and any associated Government support, completing all necessary Government returns and have set the MTFS for 2022/23.

ICT Business Support and Refresh

Work is ongoing to complete the desktop hardware renewal as well as carrying out a number of server renewals whilst ensuring all business systems are kept current. We have

completed all cyber essential changes to PSN within the required timescales in order to maximise security.

We have continued the Business Development Project providing technical strategy and support to Oadby-Wigston who successfully insourced their ICT service in January 2022.

Investigate Cloud Services

A review of Cloud services/applications to see where and if cost savings, security improvements or further efficiencies can be gained from remote hosting, has been conducted. The findings were presented to the Strategic Digital Group.

Community & Regulatory Services

Environmental Health Initiatives

The Environmental Health team have continued to work closely with Staffordshire County Council throughout the Covid-19 pandemic in the effective prevention and management of outbreaks to reduce the spread of infection and minimise the number of cases. We have

provided ongoing support to businesses experiencing an outbreak, providing advice and guidance on how to manage cases and implement controls to keep as many services and businesses going.

As restrictions have been implemented during the pandemic we have undertaken regular enforcement compliance checks in businesses, working alongside Staffordshire Police to ensure consistency. We have provided additional advice and guidance to affected businesses such as nightclubs, sport stadiums and businesses running large scale events to support compliance and ensure relevant controls are implemented to protect the public and reduce outbreaks.

Climate Change

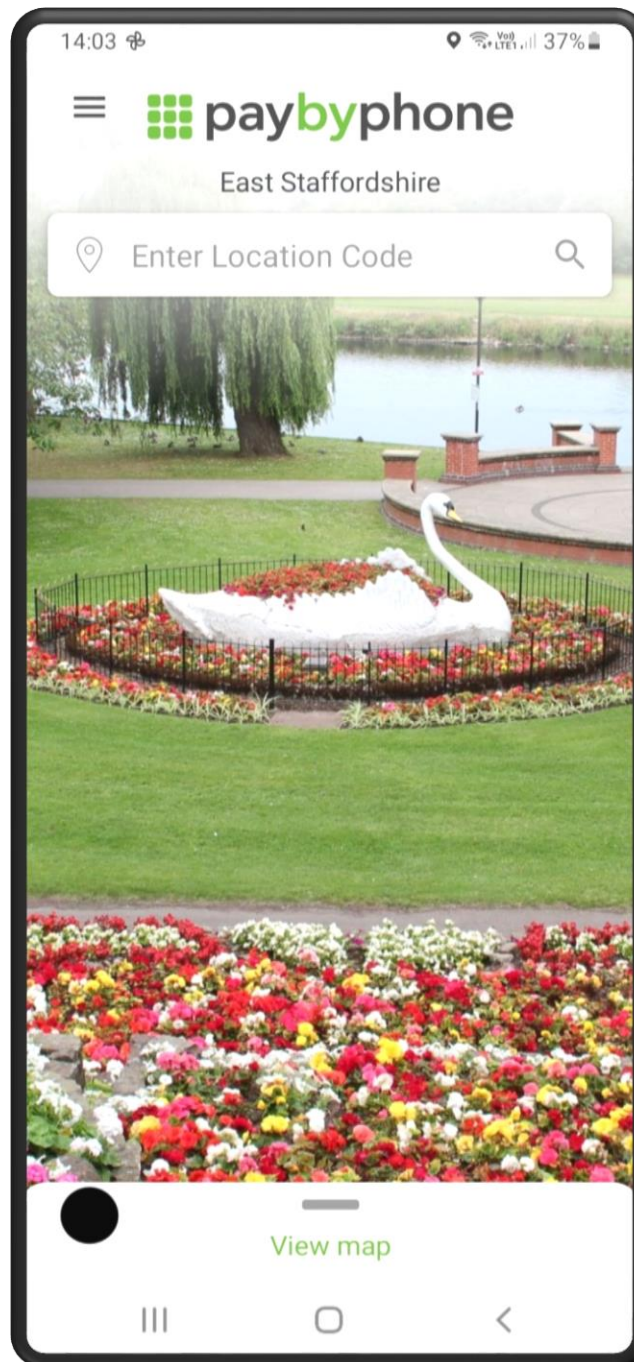
East Staffordshire Borough Council declared a 'Climate Emergency' in August 2020 with a pledge to make the Council's operations and activities carbon neutral by 2040, with an aspiration to make the Borough carbon neutral by 2040. A Climate Change Action Plan was developed to support the pledge. The Plan contains 57 actions covering; energy generation

and use, transport and travel, resource use and waste plus the management of green space.

The first progress report was completed in February 2022 which identified 42 actions completed or in progress, 9 actions have had the target date amended and 6 actions yet to start. It is also the Council's intention to amend the Climate Emergency declaration so it becomes a Climate & Ecological Emergency to acknowledge the global, national and local loss of biodiversity.

Disabled Facilities Grant Service Annual Review

The Council adopted an in-house Disabled Facilities Grant (DFG) service in April 2018, incorporating more efficient ways of working. This was to secure faster and more cost efficient adaptations to enable residents to live independently in their own home. A report on DFG performance was delivered to Cabinet in December 2021; of note is the impact of the Covid-19 pandemic, which has resulted in a slight increase in the DFG process timescales from 291 in 2019/20 to 309 in 2021/22. However, the number of DFGs approved and the number



of DFGs completed in 2021/22 have both increased. The DFG team continuously seek ways to improve the processing times and delivery of this service. To reduce financial barriers the amount of discretionary top up funding has been increased to £20,000 and £50,000 for exceptional children's cases and the amount of relocation funding has also been increased to £10,000. Additional staffing resources have also been secured for an additional support officer and caseworker to process additional DFGs.

Community and Civil Enforcement Initiatives

East Staffordshire Borough Council introduced the option of paying for parking by an App-based platform in June 2020. A first year review of the App's use has indicated that despite the upheaval caused by the pandemic, conversion rates from physical tickets to app payments have been in line with predictions (20%) made at the start of the project. The review also showed there were very few periods when the app was not operational and the app has added to the range of customer payment options. Opportunities exist to build upon this success

and expand the use of the app for the further benefit of residents and visitors.

Traditionally the Community & Civil Enforcement Team have conducted educational visits to schools, businesses and community centres to deliver educational messages around littering, dog fouling and fly-tipping. With many establishments closed or under restrictions, the team have had to consider new methods to convey these important messages. Consequently, a series of digital infomercials have been created for use on social media to highlight these important issues and what residents can do to assist the Council and prevent future incidents.



Closed Circuit TV (CCTV) Camera Developments

During 2021-22 the Council undertook a review of its CCTV provision, including a survey of the existing fixed camera provision across Burton upon Trent and Uttoxeter. A consultancy company, SGW Ltd, were engaged to assist with the review of the fixed camera provision. The report reviewed the current camera provision including digital capacity, connectivity and which cameras were suitable for decommissioning. Funds were also sought from the Staffordshire Commissioner for Police, Fire & Rescue and Crime via the Local Strategic Partnership to assist the Council with the funding of upgrading the current camera systems.

The current contract for monitoring and maintenance of the CCTV system has been extended until 2023 to enable the team to look at how best to procure the contracts moving forward.

In order to address the issue of Anti-Social Behaviour (ASB), including fly tipping for example, a mobile CCTV Enforcement Officer has been employed in 2021. This new role

complements the current static CCTV camera provision in the drive to tackle ASB. Mobile cameras can be utilised to target hotspot areas where incidents such as ASB and fly tipping are known to take place.

Improvements in Licensing Activities

In line with statutory requirements officers undertook a full review of licensing fees and charges in accordance with the appropriate legislation and following prescribed procedures. The fees and charges were presented to the Licensing Committee in December 2021 and the Committee resolved to freeze fees for the next 12 months. A further review will be undertaken in 2022.

Similarly, a review of the Gambling Act Policy was carried out during the year. A revised policy was presented to the Licensing Committee in December 2021 who approved a consultation exercise. The policy requires approval by Full Council.

A review of the taxi ranks in Burton upon Trent and Uttoxeter was undertaken in consultation with Staffordshire County Council's Highways

department. Further work will be required with the County Council to establish where new ranks can be positioned and the decommissioning of ranks no longer required.

A review and update of the Councils 'A' board policy was undertaken during the past year and a Code of Practice has been developed in consultation with Staffordshire County Council. A survey of 'A' Boards in Burton and Uttoxeter has been conducted to inform which streets the Borough Council will have jurisdiction over. Once approved Officers will work with the County Council to enforce the Code of Practice.

Partnership Working

Through the Prevent Audit Toolkit the Council has reviewed venue hire policies/procedures, IT security and training. Officers responsible for venue hire have a sound knowledge of the risk of potential radicalisation in those premises and have policies in place. During 2021 refreshed Prevent training was rolled out to all Officers and elected Members.

Three tiers of local government (County, District and Parish) operate within East Staffordshire. To

improve communication and enhance joint working between the Borough Council and our Parish Councils, an inaugural Parish Council forum took place in August 2021, with a number of potential topics identified. These included a contact list and organisational chart for ESBC and a presentation from Staffordshire County Council on how the highways network is managed and maintained. Further meetings are planned in 2022 to develop this channel of communication.

Continued Delivery and Evaluation of the Selective Licensing Scheme

In order to consider the future expansion of the scheme, a consultation commenced in January 2020 to tackle high concentrations of poor property conditions in specified streets within Anglesey, Burton, Eton Park and Shobnall wards. The consultation concluded on 30 March 2020, but was put on hold in accordance with government advice on proposed licensing schemes issued on 28th March 2020. This has recently been revoked to enable the process of designating selective licensing areas to recommence.

Now in its final year of operation, a consultation exercise was launched in January 2022 to consider re-designating the current 2017 pilot selective licensing area in the eastern area of Anglesey. The outcome of this consultation along with the consultation for the expansion of selective licensing conducted in 2020 will be considered for approval in May 2022.



Brewhouse, Arts and Town Hall Developments

A programme of 8 events and activities were scheduled throughout the year to highlight the 30th anniversary of the Brewhouse, including an

Anniversary Artist Commission. The Anniversary celebrations were also marked by an online campaign: '30 in 30'. The Brewhouse team supported the Paine's Plough Roundabout Theatre event on Bargates in September 2021 as well as 2 family 'fundays' in Burton Market Hall. The team also worked in partnership with the National Forest Company, Live and Local and Burton Mind (who are also celebrating their 30th year in the town) to develop different engagement projects with our service users; from an oral histories project to bridge building and a creative café to promote mental wellbeing.

and 'fundays' took place across the Borough's parks over summer 2021 with over 450 family groups engaged. The events featured international street theatre including a Giant Whale, a Mechanical Tortoise, A Happy Bike and Human Slinkys.

Consultants we have continued to progress the potential for a shared service with a future shared depot with Lichfield District and Tamworth Borough Council.

Due to the closure of the Brewhouse during 2021 and restrictions in place for live performance, 7 online engagement opportunities were delivered as part of the digital development of the Brewhouse service including 2 online family 'fun days' during schools holidays with over 100 families engaged; weekly live online storytelling sessions; 2 'as live' performances for families and a digital Brewhouse open exhibition. The team also developed a 12 week series of creative wellbeing workshops, including dance and drawing sessions with over 25 participants each week in attendance.

In partnership with the other Staffordshire local authorities, we secured £20k funding from WRAP (Waste and Resources Action Programme) to undertake a countywide study into the provision of separate weekly food waste collections. This will explore how we can work together across the county and deliver efficiencies in both collection and disposal of this waste stream to support policies emerging from the Government's Resources and Waste Strategy.

We quickly recognised the pressures a national shortage of HGV drivers was having on our workforce and the ability to deliver front line services. To address this and following market testing, we increased our driver supernumerary positions to four, awarded some accelerated increments and, most importantly, initiated a market forces supplement for all HGV drivers. This presented a clear intention to support our recruitment and retention policies.



The Brewhouse on Tour events were launched in June 2021. Eight outdoor family arts events

Environment & Housing

SMARTER Waste Management

We have continued to identify the most effective way to deliver services. With the help of Friths

We have continued with our communication and education campaigns aimed at improving the quality and quantity of recyclate we collect throughout the borough. We will create a campaign to advise households of the new fibre separate recycling service and the benefits this will bring in terms of recycling quality and performance.

SMARTER Street Cleaning

Whilst we are now starting to realise the benefits from the implementation of the Street Cleaning software we developed a new policy which outlines how we will organise and prioritise resources around litter collection, bins and street cleaning.

Strategic procurement

This year has been a very busy procurement year and we have concluded a number of significant commissioning activities. These started in the summer with a collaborative procurement with five other local councils to provide new contracts for the processing of our dry recycling material. Our contract was awarded to Suez Recovery & Recycling UK Ltd and has provided a net saving of £147K against

our budgeted figure. Aligned to this was the award of a contract for the provision of new waste bags for the fibre-separate collection of paper and card which commences next year. As a result, the new contract will assist all our residents to recycle even more. We awarded a new contract to Biffa, based locally in Etwell, for the treatment of the garden waste which we still collect at no additional cost to our residents. This competitive procurement also resulted in an annual saving of £33K against budget. To finish the year we awarded a new haulage contract, which complements our existing waste transfer agreement with Willshee Waste & Recycling Ltd, a local company, to transfer our dry recycling materials to the Suez plant.

The new vehicle contracts began this year and our fleet was enhanced with the introduction of fifteen refuse collection vehicles, four mechanical pavement sweepers, five pick-up trucks and some miscellaneous support vehicles. We will shortly be taking delivery of some additional vehicles including a small fleet of electric vans. We have installed the new electric charging points at the waste depot and Stapenhill Cemetery to support this.

Housing Strategy Initiatives

We reviewed our Housing Strategy and refreshed the Housing Allocations Policy to facilitate improvements in the delivery of the Housing Register Service.

We have continued to support enforcement activity where appropriate in respect of targeted Empty Homes with eight empty homes having been brought back into use over the last seven months.



Delivering Better Services to Support Homelessness & Tackle Rough Sleeping

We have continued to ensure the average time from an appointment to an initial homelessness decision is less than three days. We have initiated a project which maximises our use of S106 commuted sums to improve the pathways out of supported accommodation. This project sets out an approach with multiple strands across various departments to drive real improvement in the sector. We explored opportunities to secure Social Landlord registration for voluntary sector supported accommodation providers but, unfortunately the take-up from the sector was not positive.

We have maintained optimal utilisation of self-contained temporary accommodation for homeless applicants, and have proactively engaged with the Rough Sleeper Initiative Year Four to maximise all available interventions.

Delivering Excellent SMARTER Services

At the start of the year we implemented the new Recovery and Write-Off Policy changes and continued to deliver effective and efficient services across Revenues, Benefits and

Customer Contacts, maximising income through collection rates, continuing to reduce former years' arrears and continuing to improve on the time taken to process housing benefit claims.

We also responded to demands from various central Government departments regarding support to businesses and residents affected by Covid-19 and develop local schemes to respond to BEIS grant announcements. This resulted in paying out on 1239 grants totalling £9,540,000 and being proactive with the DHSC Test and Trace Scheme making 1676 payments totalling £838,000.

We have also undertaken a review of the Local Council Tax Reduction Scheme which resulted in no changes to the scheme. We carried out a fundamental review of our use of the two Customer Service Centres in Burton upon Trent and Uttoxeter.

Leisure, Amenities & Tourism

Leisure Management Initiatives

The Council has continued to work closely with its Leisure Operator, Everyone Active, as they

work through and recover from the impacts of the Covid-19 pandemic. The Council has monitored the performance of the contract, reporting on this on a quarterly basis, to ensure the delivery of the range of health and activity outcomes from this important contract.

The Artificial Turf Pitch at Shobnall Leisure Complex was nearing the end of its life, so in 2021, the Council replaced the surface to ensure it remains a fit for purpose all-weather playing pitch available for hockey as well as other outdoor team sports. The Council delivered an added value aspect to this project by also installing new, more energy efficient, LED floodlighting, all of which has resulted in a much enhanced facility for users to enjoy.

This year we intended to work with Everyone Active to investigate opportunities to develop the 'National Play Day' experience. However, the event was unable to go ahead during 2021 due to the impact of Covid-19, this will now be explored during 2022/23.

The Council has continued to work with the organisers of the Commonwealth Games and

local partners to explore opportunities from this event being held in the locality, such as the Queen's Baton Relay. The Council has supported various communications opportunities such as the recruitment of Games Volunteers and advertisement of the West Midlands ticket ballot through its website and social media channels.

There is a longstanding aspiration from within the area to facilitate a Sports Hub at the Uttoxeter Quarry site. The Council has continued to provide support to key partners in this project, the County Council and Staffordshire FA, with updates on the progress being received from the partners as necessary throughout the year.

This year the Council undertook a review of Health & Activity strategies and their delivery in the Borough. This review considered a range of elements including strategies from Sport England, Together Active Strategy and the strategies of our Leisure Operator, Everyone Active. This has allowed the Council to position itself effectively within the local leisure

landscape to direct strategic health and activity delivery in the area through its delivery partners.

Service Wide Marketing Initiatives

Over the past 12 months, the Council has achieved over 85% of the objectives outlined its annual marketing plans, with the Marketing Officer working across the Leisure, Culture and Tourism portfolio to promote East Staffordshire Borough Council services. In addition, marketing support has been utilised by a wide range of Council departments outside of this service, including, Waste Management, Regeneration, Programmes and Transformation, Housing and Community and Civil Enforcement.



Campaigns implemented during 2021/22 have included:

- Brewhouse seasonal programme Campaigns
- Market Hall Stall and Events Campaigns
- Stay Local, Business Support Campaign (Covid-19 recovery)
- Children's Holiday Activity Campaigns
- Christmas In Burton, Festive Events Campaign
- East Staffordshire In Bloom Campaign

Market Hall Development Initiatives

Despite the pressures created by the Covid-19 pandemic the Market Hall has been able to host a total of 21 events across 2021/22. Associated with these events was an increased Christmas offer. The Market Hall and the outdoor Market Square space were used for a wide range of seasonal activities which were 'kick started' by

the annual Christmas light 'switch on', which despite a one year absence, was well attended.

Association of Public Service Excellence (APSE) benchmarking continues to take place with the Council able to compare the market operations with peers across the UK. Whilst the Market Hall performed well on indicators such as Human resources and people management processes, it performed less well on the financial indicators such as financial performance against target budgets. The financial outturn for 2020-21 showed the Market Hall achieved a shortfall on the budget of £98k. The struggles of Market Halls across the country is not unique to Burton with Doncaster recently needing to provide just under £1m of grant funding to their private operators in order to mitigate losses and both Stockport and Sefton Councils operate with an annual net cost for their halls.

Open Spaces Service Development Initiatives

Procurement of the new grounds maintenance contract was completed in 2021/22. This new contract has the potential to run until 2031 and

will be pivotal in maintaining the quality of open spaces across the next decade and into the new one (should it be extended).



With the advent of the new contract, a 10 year Parks Development Plan commenced in 2020, setting out the strategic vision for parks across this time span. A year one review, provided in December 2021, highlighted the successes of the year, which included: over 2,000 trees planted, bio-diversity friendly wildflower planting, relaxed mowing regimes to encourage wildlife, a 39% increase on It's Your Neighbourhood Park Awards (with the lowest standard now being

Bronze) and a swathe of volunteering works taking place across the Borough.

Once again, Burton, Winshill and Uttoxeter scooped Gold at the 'In Bloom' awards, marking a third decade of consistent gold medals for Burton and Uttoxeter. Results from 2021 also saw Burton nominated for the prestigious National Awards in 2022, the first time ever Burton has been selected. This achievement builds on the national nominations previously awarded to Winshill and Uttoxeter (twice) and remains a remarkable return of four national entries in the past five judging years.

Specialist consultants continued to be engaged to progress the Cemetery expansion works. Throughout 2021/22 a series of soil samples have been taken to determine the suitability of the soil for burial and a draft design for the extension has been produced.

Developing Tourism within the Borough

A summary of progress on the development of tourism in the Borough was provided in November 2021 through a review of the Tourism Plan originally produced in 2020. This review

covered progress on each of three objectives identified in the original Tourism Action Plan: Objective 1 – Tourism Audit; Objective 2 – Partnership working; and Objective 3 – Marcomms. The initial desk based exercise to compile the tourism audit was completed in early 2021 providing the basis for one of the key features on the new webpages, the interactive map, creating a 'live' version of this document.

Under the partnership working objective, for example, the past 12 months has seen the Council continue to build on our strong relationships with key partners including the National Forest. In relation to Marcomms, a marketing and communications plan was produced by the Borough Council's Marketing Officer and work started on the update and refresh of the tourism web content on the Borough Council's corporate website.

Regeneration & Planning Policy

SMARTER Planning improvements

We have continued to deliver excellent services and maintain top quartile performance. Building on the previous year's investigation into a document management system we have worked towards the migration of the Planning M3 System to the Assure platform. We have implemented new online mapping improvements to meet website standards, accessibility guidelines and provide more reliable data retrieval. We have continued to inform Elected Members of new Planning legislation, our Planning Enforcement activities and local and national developments through a series of targeted briefings.

Revised the Section 106 Process

We have prepared a guide which will set out the approach to prioritising S106 contributions where there is limited viability. In addition we have investigated whether a monitoring fee could be sought for S106 to help ensure the funds are spent on services and enhancements which are most needed first.

Introduced New and Refreshed Planning Policies & Technical Guidance

We have published a Tourism Technical Guide to provide consistency and guidance for applicants, elected Members and Planners. Biodiversity loss is a global problem. Therefore we have provided guidance on how we will strive to achieve biodiversity net gains when assessing applications. In addition to this, we have developed a draft Local Sustainable Development (Climate Change) SPD which includes guidance on a number of topical areas.

Monitoring the Performance of the Local Plan

We have reviewed the Council's Local Plan again to examine how it is performing against Plan objectives and assess its compliance to national planning policies. We have conducted a Strategic Housing Land Availability Assessment to identify sites which have the potential for future housing development and have continued to calculate our Five Year Housing Land Supply position and performance against the national housing and delivery test.

Supported Neighbourhood Plans

The Council has continued to support neighbourhoods with the development and review of their Neighbourhood Plans. This included Abbots Bromley with the creation of their draft neighbourhood plan and the Rolleston on Dove Neighbourhood Plan referenda which took place in May 2021.

Delivered transformative regeneration for Burton upon Trent through the Towns Fund process

During the year, the Council has worked closely with the Burton Town Deal Board partnership and project sponsors to advance the development business cases for the Towns Fund projects, under the £23.8m Burton Towns Fund programme (as revised from the initial £22.8m award).

Five of the business cases were submitted to the Council for technical assessment in December, then considered by Cabinet and the Town Deal Board in February. One project, the Regional Learning Hub, has been granted an extension of time to enable the Council and the Town Deal Board to work with the new preferred Higher

Education partner, Staffordshire University, on the development of the new education facility co-existing with the Brewhouse Arts Centre. The remaining project, the Washlands Bridge, was withdrawn from the programme as the initial scope of the project had changed, resulting in significantly increased costs for the project. Whilst this was a disappointing outcome, it meant additional funding was available to the remaining projects in order to support their delivery and the bridge project could be submitted to other funding opportunities in the future.

In March 2022 the proposals for the High Street Linkages project will be presented at the international property event, MIPIM, where investment in Burton will be represented on a worldwide stage.

Supported the regeneration of Uttoxeter through the Uttoxeter Masterplan

During July 2021 and September 2021, the Council worked with consultation partners URBED and the Uttoxeter Town Council to consult with stakeholders and residents in and around Uttoxeter on the priority sites identified

within the Uttoxeter Masterplan. The further consultation resulted in 684 responses providing comprehensive views on the development principles important to residents if these sites are redeveloped or enhanced. The findings will be used to inform the next steps for the Masterplan and plans for the town, which will be further consulted on with residents at the time. In the meantime, smaller, temporary enhancements have been undertaken in the Maltings precinct, where a number of new planters have been installed to improve the area as a gateway to the High Street.



Work also commenced on a new Bus and Parking Strategy for Uttoxeter in partnership with Staffordshire County Council and Amey, which will provide a good evidence base for the parking and public transport requirements for the town. The initiation of this work was held back until the conclusion of the further consultation. It will now be completed later in the summer of 2022 in order to enable robust monitoring of usage during the spring and summer months.

Supported the Delivery of Affordable Housing on Brownfield land through the utilisation of S106 Commuted Sums

The Brownfield and Infill Regeneration Strategy was refreshed during 2021/22 as the new Brownfield Regeneration Framework 2022. This will be considered by Cabinet in March 2022. The updated framework considers changes, and potential changes, to planning policy through recent updates to the National Planning Policy Framework and other Government policy proposals. It sets out the Council's approach to regenerating brownfield sites through the application of S106 commuted sums for affordable housing, unlocking sites that may otherwise not come forward and supporting the

creation of affordable residential opportunities. This new framework is key to driving growth of affordable housing in urban areas simultaneously supporting the regeneration of brownfield sites.

Improving the Washlands as a Regional Attraction

Phase Two of the Washlands Enhancement Project development works commenced during 2021/22, following the granting of planning permission in June 2021. Work was undertaken to discharge environmental conditions attached to the planning permission and to identify a preferred procurement approach to appoint a suitable contractor to undertake the works. Due to environmental constraints, the project could not be completed by March 2022, however it remains ongoing and is expected to complete during 2022.

The feasibility of a Washlands Visitor Centre was examined, creating a proposal for a new visitor centre overlooking the enhanced riverside. A visitor centre in this location will be important as we continue to drive tourism and

economic growth alongside raising awareness of the natural environment and biodiversity.

Supported Economic Growth in East Staffordshire

This year, the Council launched its £100k Business Springboard Boost grant programme, providing grants to start ups and small businesses with projects to help their businesses grow and take on new staff. The grant fund has leveraged significant private sector investment as each £1 of grant resulted in a further £2.24 of funding from private enterprise, the highest ratio of match funding one of the Council's grant programmes has created in recent years.

We launched a series of engagement events with retail and hospitality businesses in Burton and Uttoxeter, creating more opportunities to update businesses on regeneration activities. An initial feasibility project looking at whether a Business Improvement District could be viable for Uttoxeter was simultaneously undertaken. These forums have yielded results and we are building stronger links between retail and hospitality businesses in our Town Centres and

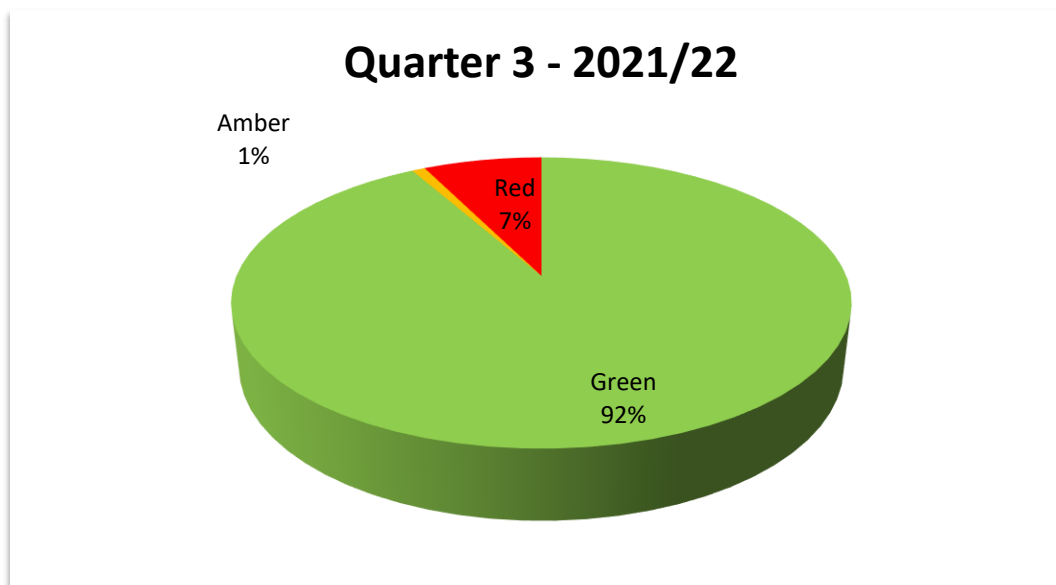
ESBC, which will in turn aid our thinking on future Regeneration schemes.

Finally, the Council worked with Staffordshire County Council to commission a place-making and inward investment project looking at how Burton could be marketed as a town for investment, which commenced in February 2022.

Performance & Risk Management

There may be a number of key corporate risks to the Council in delivering its objectives. Corporate risks are selected on the basis they would have significant impact on East Staffordshire's ability to deliver critical services and might obstruct the Council's agenda of continuous improvement. The Council manages all risks through the Corporate Risk Management Strategy and the supporting framework of internal control checklists. As well as an effective risk management framework, the Council also has regularly reviewed and developed business continuity and emergency planning arrangements. Relevant senior officers maintain detailed and robust risk registers to manage the key corporate and strategic risks as well as other risks identified.

All effective local authorities also monitor their performance in order to know how well they are doing and identify any areas for improvement. The Corporate Plan contains the Council's priorities, including targets for the performance indicators used to monitor progress towards achieving the Council's aims and objectives. The latest estimated Corporate Plan performance figures (at the end of Quarter 3 of the 2021/22 financial year) are shown in Figure 1.



The budget for 2021/22 of £13.371m includes a corporate provision of £1.3m towards Covid-19 pressures and was balanced by taking into account £1.1m from reserves. This recognised that there was a high degree of uncertainty and potential volatility within the budgets. Whilst there remains some significant forecast net pressures against the pre-covid-19 service budgets, taking into account corporate budgets, including the provision for Covid-19 pressures, this results in an overall forecast which would only require a minimal draw down from reserves of £15k.

Figure 2 indicates the quarter three forecast variations and the expected effect on the outturn for the year. **Variations against service budgets include the impact of the pandemic, the provision for which is held on the corporate items line.**

Figure 2 Quarter 3 Financial Forecast Outturn 2021/22	Annual Budget £'000	Forecast Outturn (Q3) £'000	Variation Over / (Under) £'000
Arts, Brewhouse and Functions	405	511	106
Community and Open Spaces	1,400	1,737	337
Corporate Management Team	431	438	7
Corporate and Commercial	880	830	(50)
Cultural Services – Marketing	86	86	0
Enterprise	169	162	(7)
Environment	4,134	3,999	(135)
Environmental Health	506	380	(126)
Financial Services and Capital Financing	1,126	1,157	31
Housing	309	285	(24)
Human Resources, Payments & Pensions	2,039	2,019	(20)
IT and Printing	392	398	6
Legal Services, Assets and Licensing	(417)	(343)	74
Leisure Services	498	489	(9)
Licensing and Enforcement	96	82	(14)
Markets	18	69	51
Planning and Land Charges	42	(7)	(49)
Revenue, Benefits and Customer Contacts	1,110	1,089	(21)
Service Budget Total	13,224	13,381	157
Corporate Items	147	(1,011)	(1,158)
Retained Business Rates	(3,365)	(3,365)	0
Covid-19 Government Support	(931)	(993)	(62)
Lower Tier Support Grant	(615)	(615)	0
Council Tax, including Special Expenses	(7,346)	(7,346)	0
Council Tax Surplus from prior years	(36)	(36)	0
Amount to be met from Reserves – Increase / (decrease)	1,078	15	(1,063)

Objectives for 2022/23

Leader of the Council

Member Training Initiatives (Target VFM03)

We will undertake a number of training initiatives with our elected members including scrutiny training, finance and cyber-security.

Human Resources (Target VFM01)

The Council will continue to monitor staffing availability through ongoing and detailed analysis of short term sickness absence, to ensure staffing resource is optimised.

Payments Team (Target VFM02)

The Council will continue to support businesses by promptly paying its Creditors following receipt of an invoice.

Optimising our services and assets (Targets VFM04, VFM05)

This year the Council will carry out an options appraisal of potential shared services across the authority to identify opportunities for future service delivery and maximise our effectiveness.

We will undertake a review of our land and property investments.

Working in partnership with other Staffordshire Authorities through the Leaders Board (Target VFM06)

In February 2022, the Council joined the formal Staffordshire Leaders Board to take partnership working with its neighbours to a new, formal level. During 2022/23, we will work with council partners to take forward the newly agreed 'single front door' policy so residents across

Staffordshire gain an improved experience interacting with local government.

Annual review of the constitution (Target VFM07)

To assist with the annual review of the constitution, a cross-party Member working group will meet to establish changes.

Finance

Moving Beyond Communication (Targets CR01, CR02, CR03)

Following the adoption of a new Communications, Engagement and Consultation Strategy, the Council will undertake a resident survey to gain a better understanding of what residents think about the council, the services we provide, how they access information, and how they prefer to receive this information.

To support the delivery of our strategic objectives, the Council will prepare a communications plan to identify the key targets



for the 2022/23 financial year and describe how communications will support the delivery of these targets. This strategic plan will be supported by an operational communications plan.

Following the completion of the place branding work the Council will review its Communications, Engagement and Consultation Strategy to ensure it is still suitable.

A local approach to strategic procurement (Target CR04)

The Council will continue to provide professional procurement support and this year we will review the procurement policy to maximise opportunities for local businesses.

Progressing to Digital Maturity (Targets VFM08, VFM09, VFM10, VFM11, VFM12)

Over the coming year the Council will continue to build on its Digital Strategy. The Council's website content management system will be upgraded providing a secure platform for users

and an accessible environment for content editors.

The Strategic Digital Group will conduct option appraisals on a number of potential enhancements to communications and digital services, including: an elected member intranet; chatbot / live chat facility; council mobile application and map based reporting options.

Financial Stewardship (Targets VFM13, VFM14, VFM15)

We will continue to proactively improve financial management activities within the Council, making sure proper arrangements are in place to ensure continued value for money and financial resilience. We will carry out a review of our Treasury Management approach and strategy.

We will meet the ever challenging deadlines for the preparation, audit and approval of the Council's Statement of Accounts, submitting them to Audit Committee by the earlier Statutory Deadline. We will set the MTFS for 2023/24.

ICT, HR and selective licensing Business Support (Target VFM16)

The Council will continue with and review the strategic support provided to Oadby & Wigston Borough Council and provide a health-check on the insourced IT Service during the year.

Community & Regulatory Services

Partnership and Community Initiatives (Targets EHW05, CR05, CR06, CR07, CR08)

Domestic abuse continues to be a crime often hidden and also misunderstood. Government legislation changed in 2021 and as a result the Domestic Abuse Policy will be reviewed and amended to reflect these changes and the evolving nature of domestic abuse, involving for example financial coercion.

Across a number of years the Councillors' Community Fund (CCF) has operated with great success supporting a wide range of small local community projects. Over the years CCF has proven to be flexible and responsive in the face

of emerging community needs such as the COVID-19 pandemic. Consequently, there is an opportunity to review the CCF and capitalise on this flexibility to meet the shifting needs of communities potentially targeting subjects such as Climate Change.

Voluntary sector organisations played a significant role in supporting our communities throughout the Covid-19 pandemic. The Council has a key role to play in supporting the sector moving beyond the pandemic. In order to do this the Council will prepare a post-Covid Voluntary Sector Engagement Strategy setting out how the Council will support the Voluntary Sector moving forward. This will also be supported by a Voluntary Sector Forum, bringing together organisations in order to share experiences and learning.

As the country continues to recover from the pandemic, it will be important to monitor how our High Streets are recovering. The Council will therefore seek to monitor the recovery of our town centres by capturing relevant data i.e.

footfall, car park usage etc, to be able to make informed decisions moving forward.

Community and Civil Enforcement (Targets VFM19, EHW06)

A series of car park condition surveys are to be undertaken to determine the levels of future investment required and the timescales involved in undertaking any repairs.



With regard to Anti-Social Behaviour, a review of Public Space Protection Orders (PSPO's) will be undertaken in 2022-23. This process will commence with a review of the PSPO's currently in place – the Council currently has in place PSPO's for Dog Control and restricting the

consumption of alcohol. A formal review of the orders will be conducted to remove and or introduce new orders. A fixed penalty notice book will also be issued to Staffordshire Police with the authority picking up the administrative process moving forward.

Licensing and Enforcement Activities (Targets VFM17, VFM18, EHW01, EHW02, EHW03, EHW04)

Building on the work undertaken in 2021-22, the team will seek to renew the Council's CCTV monitoring and maintenance contract arrangements. This will include a procurement exercise to establish a contractor for the monitoring and maintenance of the static camera provision across the Borough.

In addition, and running alongside the procurement exercise mentioned earlier, the Council will be seeking to upgrade its fixed CCTV cameras and infrastructure to digital CCTV across Burton and Uttoxeter. This will involve procuring a suitable contractor to replace the current camera provision and ensure

cameras identified for decommissioning are removed from service.

Building on the Council's approach to addressing the issue of Anti-Social Behaviour (ASB), officers will review and update the Anti-social Behaviour procedure. This will ensure the policy is up to date and compliant with current legislation.

Further developing the theme of addressing ASB in the Borough, the Council will establish an officer (and partner organisation) group to address these behaviours. The officer group will hold regular meetings to review current practices and procedures in addressing these issues. Hotspots will be identified and regularly reviewed and targeted (and where possible mobile cameras deployed) to reduce these types of events e.g. fly tipping. Where possible fixed penalty notices, cautions and prosecutions will be considered.

The Mobile CCTV resource, introduced in November 2021 will be kept under review during

the forthcoming year. The mobile CCTV Enforcement Officer is responsible for the deployment of the mobile camera provision and the review of any outcomes following the review of any CCTV footage collected. A record of deployment will be kept to ensure compliance with the Surveillance Commissioners Code of Conduct and to provide updates for Council Members.

During 2022-23 the Enforcement team will arrange and implement a set of initiatives to ensure compliance within the Taxi and Private Hire Licensing regime by undertaking a series of taxi enforcement activities. This will include ensuring vehicles and drivers are compliant with the current policies and standards in place and Operator Base Inspections are completed. Where necessary, warnings may be issued, and referral to the licensing committee may be undertaken.

During 2021 a review of the current Taxi Ranks was completed. In 2022 Officers will liaise with Staffordshire County Council and the Taxi Trade

to pursue options available to remove ranks and introduce further provision where possible and appropriate.

Climate Change (Targets EHW07, EHW08)

In response to national and international concerns around Climate Change the Council declared a 'Climate Emergency' in August 2020. In support of this 'Climate Emergency' declaration, the Council developed a wide ranging and comprehensive action plan refocusing attention to tackle these wide ranging issues. A first year report was completed in February 2022 which sought to amend the climate emergency declaration to a Climate & Ecological Emergency acknowledging the global, national and local loss of biodiversity. Following this amendment there will be additional biodiversity targets added to the action plan. The Environmental Health Team will report on all actions identified for 2022/23 in the Climate Change Action Plan and lead on the following key activities:

- Delivery of a Climate Change Strategy

- Review the Air Quality Action Plan and Air Quality Management Areas (AQMA's)
- Develop an EV strategy for East Staffordshire and deliver 3 EV charging points in Burton
- Partnership work with Staffordshire County Council to provide input to a Staffordshire wide EV strategy and delivery of 13 EV charging points within the Borough.

Selective Licensing Review and Designation (Targets VFM20, VFM21, VFM22)

Following the successful introduction of the Selective Licensing Scheme pilot in a part of Anglesey ward, the Council has continued to monitor and evaluate the scheme completing an annual review at the end of each year of operation. Additional areas suitable for the expansion of the selective licensing scheme were identified and a full and detailed

consultation undertaken between January and March 2020, however this was put on hold due to Covid-19 restrictions on 28th March 2020. The potential designation of these new Selective Licensing Areas¹ will move forward into 2022/23.

As we enter the final year of operation for the initial 2017 selective licensing designation, a full consultation to consider re-designating the scheme was launched in January 2022 for 10 weeks. The results of this, along with the consultation undertaken in 2020, will be considered for implementation in September 2022.



Disabled Facilities Grant Review (Target EHW09)

The Council adopted an in-house Disabled Facilities Grant service in 2018 to incorporate more efficient ways of working to secure faster and more cost efficient adaptations to enable residents to live independently in their own home. This has been reviewed annually since the first year of operation to determine the impact and effectiveness of the service. A review will be undertaken in December 2022 to monitor delivery process timescales and service costs. We will assess where improvements can be made to improve the impact and effectiveness of the service, whilst seeking to improve its performance on the 2020/2021 timescales (309 days) for 'end to end' delivery (the 'enquiry' to 'completion' stages) by 10%.

¹ Potential areas to include; Goodman Street, Waterloo Street, Uxbridge Street, Shobnall Road and Branston Road.

Review and Ongoing Management of Covid Compliance (Target EHW10)

Environmental Health will continue to review and manage Covid-19 outbreaks in high risk settings along with the monitoring of compliance with Covid restrictions working closely with Staffordshire County Council and Staffordshire Police as well as internal teams.

Brewhouse, Arts and Town Hall (BATH) (Targets EHW11, EHW12, EHW13, EHW14)

As a result of the pandemic there has been a significant impact on the cultural and entertainment sectors with venues having to temporarily close, yet communities have been able to engage with creative hobbies and see value in the arts and leisure time more than ever. During 2022/23 the Brewhouse, Arts and Town Hall (BATH) Service will continue to build on the current climate and increased need for creative arts activity connecting and celebrating communities, helping increase wellbeing and creating a 'sense of place'.

This includes the delivery of a programme of 6 Outdoor events to take place across Borough's parks and green spaces during summer 2022. The events will aim to engage communities in the Arts and raise the profile of the Brewhouse and the arts development programme, through street theatre, workshop activity and a range of ways for communities to 'get creative'. The events will culminate in 1 flagship outdoor arts event i.e. an outdoor theatre production, similar to the Roundabout which visited Burton in 2021 to raise the profile of live performance in the town and reach a wider audience.

The BATH Service will develop a number of new partnerships and aim to increase participation in the arts wherever possible. In 2022, this will include the delivery of a series of arts events to take place across the Jubilee Weekend in Burton; including the launch of the Big Burton Carousel Art Trail being delivered in summer 2022. The BATH Service will partner with local arts organisation Making Trails to deliver the project, which will see 30 sculptures appear throughout Burton for 12 weeks. The service will

also aim to support the delivery of the Burton Ale Trail; in partnership with local breweries and venues by providing marketing support, commissioning a creative map of the Ale Trail as well as increasing opportunities for artists to enhance the trail through music, food, street theatre, and craft activities.

The Service will continue to build both its digital presence as well as its professional live theatre and entertainment programme. Due to the ongoing uncertainty for indoor venues, 2022 will aim to include 4 professional live programmed



events, including comedians Dom Joly and Rich Hall, at Burton Town Hall; an increase on recent years, as the larger venue provides greater flexibility around Covid-19 restrictions.

Environment & Housing

SMARTER Waste Management (Targets EHW16, EHW17, EHW18, EHW19, EHW20, EHW21, EHW22, EHW23)

Whilst we deliver excellent services by collecting at least 99.97% of bin presentations during the year, we will also identify the most effective ways to deliver our services through continuing to progress the potential for a shared service with Lichfield and Tamworth. We will also undertake a review of our Trade Waste Service to evaluate whether improvements can be made to our offering.

We will continue to respond to Government consultations on the Waste & Resources Strategy and the Environment Act 2021 and consider the impacts of any suggested changes in Government policy.

We will initiate trials of more environmentally friendly vehicles which will provide valuable technical knowledge for our future service delivery plans. To address the reduction of waste we send to landfill and increase plastic and dry recycling, we intend to build on our existing achievements through a cross-party member working group and formulate a comprehensive targeted communication campaign.

Working with the Energy Saving Trust, we will explore how we can further reduce our energy usage and the carbon footprint of our fleet.



SMARTER Street Cleaning (Targets EHW15a/b/c/d)

Utilising the new street cleaning policy we will continue to collect data for the street cleaning software and use this to maximise our efforts to maintain street cleanliness.

Deliver Excellent SMARTER Services (Targets VFM23, VFM24, VFM25a/b/c, VFM26, VFM27, VFM28, VFM29a/b/c, VFM30, VFM31)

We will continue to deliver effective and efficient services across Revenues, Benefits and Customer Contacts. We will maximise the Council's income through collection rates, reducing former years' arrears and continuing to increase the collection of overpaid Housing Benefit. We will continue to process housing benefit claims as efficiently and effectively as possible and be ready to respond to Government changes and any requests made to support residents and businesses with Covid-19 grants. We will undertake a review of our court fees and charges and will once again review our Local Council Tax Reduction Scheme to ensure it is still robust.

Housing Strategy Initiatives (Targets EHW24, EHW25)

We will undertake a review of the Housing Register and Allocations Service, the contract for which is due to expire at the end of March 2023. The review will need to consider the large increase in the volume of applications resulting from the recent digital 'self-service' approach to registration and changes to operational practices.

We will continue to support enforcement activity where appropriate in respect of targeted Empty Homes, we will feedback on progress of the service as a whole and enforcement activity in respect of specific intractable empty homes.

Continue to Deliver Better Services to Support Homelessness & Tackle Rough Sleeping (Targets EHW26, EHW27, EHW28, EHW29)

We will continue to ensure the average time from an appointment to an initial homelessness decision is a maximum of three days, as well as maintaining optimal utilisation of self-contained

temporary accommodation for homeless applicants.

The Council's application for DLUHC funding of rough sleeper services up to the end of March 2025 will be determined in the early part of the year, and depending on the outcome could necessitate a service redesign followed by a procurement exercise to ensure continuity and high quality services for this vulnerable client group. The shape of this redesign will inform the delivery of the Council funded Rough Sleepers Outreach Service, the contract for which expires at the end of October 2022.

Leisure, Amenities and Tourism

Leisure Services Contract Management (Targets VFM32, VFM33, EHW30, CR09, CR10, CR19)

The Council will continue to work closely with its Leisure Operator, Everyone Active. The Council will monitor the contract and will again report on this on a quarterly basis through the Leisure

Services Partnership Board and the relevant Council committees, including aspects relating to Covid-19 recovery, contract performance and the delivery of health and activity based outcomes.

The Council will this year continue to work with its partners and stakeholders in the delivery and development of relevant sports and leisure opportunities in the area. Having been postponed in 2021 due to impacts arising from Covid-19, the Council will investigate opportunities to develop the 'National Play Day' experience in partnership with Everyone Active. The 'National Play Day' is a campaign highlighting the importance of play in children's lives, and looking to expand this event would bring even more opportunities for local children to be active. This could include exploring any related opportunities arising from the Commonwealth Games being held in the region during 2022.

The Council will also continue to work directly with the Commonwealth Games organisers on

any wider opportunities relating to the Games in addition to hosting the Queen's Baton relay in a number of locations across East Staffordshire.

The development of the Uttoxeter Sports Hub is a development the Council will continue to support its partners with. Members will again receive six-monthly updates from its key partners, such as Staffordshire County Council and Staffordshire FA, to encourage progression of the project, in addition to investigating any opportunities to provide financial assistance to expedite the delivery of the site as a Sports Hub.

This year the Council will undertake work to ensure its sports and leisure assets remain at the appropriate standard moving forward. This will include working with Everyone Active to develop an improvement plan for the outlying pitch changing facilities.

The COVID-19 pandemic has placed an even greater emphasis on the benefits of living healthier lives; with studies reporting an increased risk of adverse outcomes for people

living with obesity. In order to address this issue, the Council will work with Better Health Staffordshire to support actions which aim to tackle the causes of obesity and promote a healthy weight and an active lifestyle.

Open Spaces Service Development Initiatives (Targets EHW32, EHW37, ENH33, EHW34, VFM35, EHW35, EHW36, EHW38, VFM36)

With the advent of the new financial year the Parks Development Plan will move into the second year of its delivery. To ensure the plan is being delivered and any changing context is considered, a second year review will be



completed. As part of the process to continually develop and improve our parks, proposals will be brought forward during the year to upgrade the amenities at Branston Water Park. These proposals will also support the Tourism agenda through the enhancement of the Water Park.

Burton is set to break new ground in 2022 with the town's first ever entry in the National In Bloom awards. Building on experience and best practice gathered through the national submissions for Uttoxeter and Winhill, a working group of internal and external partners (chaired by the Deputy Leader) is to be created to oversee the entry. The theme for 2022 is to be set around the Queen's Jubilee and focus on the monarchy and the Commonwealth. As a result, the aim is to achieve two gold awards at the regional level in 2022.

Entries into "It's Your Neighbourhood" Park awards achieved a staggering 39% increase in 2021. The Council will seek to ensure these standards and scores are maintained into 2022 and beyond. In addition, the aim is to also

expand the number of entries into the scheme, with Winshill's Newton Road Park a likely new addition for 2022.

Following the implementation of the new grounds maintenance contract in 2021, it is intended to provide a report to Members on the performance of the contractor on a six monthly basis, covering the winter and summer periods.

The Council has made significant steps in relation to tree planting as outlined in the Parks Development Plan review. In order to ensure the Council has a clear and robust approach to



delivering its tree planting programme, a review of the Council's Tree Policy will be undertaken in order to provide clear guidance on these increased levels of tree planting, including locations, timescales and aftercare, for example.

Play equipment is a prominent feature on many parks up and down the country, with East Staffordshire being no different. Many pieces of equipment – such as swings and slides – are well loved and are looked on fondly by children, parents and grandparents. However, there is an opportunity to consider how play can be shaped for the next 20-30 years by reviewing the play equipment on offer and seeking to modernise it through a potential rolling programme of investment. Officers will therefore undertake a review of current provision during the year and recommend proposals for future provision.

In order to address the issue of dog fouling, an initiative will be undertaken, providing dog waste bags across key parks in the Borough. The Council will also work with Parish Councils to understand requirements for additional dog

waste bins and where dog waste bags can be placed.

Despite a change in working habits due to the pandemic, buildings remain an important aspect of the operations of the Council. Many of these buildings are old and have historical significance. These premises are likely to require investment for them to be maintained and adapted to meet the needs of a modern workforce and carbon conscious Council. Therefore, a number of condition surveys will be undertaken on specific council properties to assist in the creation of a buildings management plan.

Cemetery Development Initiatives (Targets VFM37, CR15, CR16)

In line with the Fees and Charges policy, cemetery price rates are to be reviewed as part of a five yearly cycle.

Presently the cemetery has a very limited online presence. Many forms or 'frequently asked questions' can only be accessed or addressed

by contacting the office and speaking with a member of staff. This is not only time consuming for officers, but can represent poor customer service if the team are out conducting a burial or site inspection. Therefore, the ambition is to modernise this aspect of the cemetery and to increase ease of access for the public through an enhanced digital presence through the development of the Council's website pages.

Work to expand Stapenhill Cemetery will continue through 2022/23 building on the exploratory work and proposals already undertaken.

Tourism Initiatives (Targets CR11, CR12, CR13, CR14)

Following the approval of the Tourism Plan by Cabinet in 2020/21, and the delivery of a Year 1 progress report in November 2021, officers will seek to provide a Year 2 progress report during the forthcoming year. This activity will take account of the post Covid-19 environment and the activity objectives for tourism mentioned in previous paragraphs.

During the year, the Council will commission an audit of the current levels of tourism and tourist activity in East Staffordshire in order to underpin future decision making around both the delivery of events and the support the Council provides to potential partners, in order to improve the local visitor economy. This audit will utilise data and intelligence from partners, tourism research agencies and local organisations.

To further improve the visitor economy in East Staffordshire, a standalone tourism website, along with the development of a dedicated tourism brand and marketing plan, will be established to create an identity for the Borough, its attractions, partners and events. The Council will also develop an East Staffordshire Tourism Partnership, bringing together local businesses to share ideas and develop this aspect of the economy within the Borough.

Market Hall Development Initiatives (Targets CR17, CR18)

We will review a sustainable use for the future of the Market Hall.

In the meantime, the Council is focused in its ambition to develop an improved Outdoor Market offer. Opportunity exists to create an enhanced Outdoor Market offer for the benefit of visitors to Burton Town Centre.

Marketing Initiatives (Targets EHW31, VFM34)

This year the Council will again develop marketing plans for each of the Leisure, Culture and Tourism services in order to deliver a focussed strategy for promoting and delivering Council services and aim to achieve 85% or more of those targets in 2022/23. A key theme



for 2022/23 will be the Queen's Jubilee celebrations. These marketing plans will be supplemented by the Marketing Officer collaborating closely with other Council teams such as Waste Management and Regeneration to support the development of promotional campaigns.

In addition to this marketing activity, teams will attend or deliver a minimum of six events and outreach days in conjunction with our partners to further promote Council services. These events and outreach days will be held throughout the year, in locations such as Burton Market Place, Indoor shopping centres, outdoor open spaces and at networking/specific industry events, in conjunction with a range of local and regional partners.

The Marketing Officer will provide quarterly updates to Members, reporting on the performance of the various campaigns undertaken during the year.

Regeneration & Planning Policy

Deliver transformational regeneration for Burton upon Trent working in partnership with the Burton Town Deal Board (Targets CR25, CR26)

We will continue to work closely with the Burton Town Deal Board to support the transformative regeneration of Burton upon Trent.

During this year, we will continue to work with Staffordshire University on developing their proposal for Project C, which is the university Regional Learning Centre shared space at the Brewhouse Arts Centre. With the support of the Burton Town Deal Board, we will collaboratively develop a business case for the project with a view to submitting a summary document to Government by September 2022.

Support the regeneration of Uttoxeter through the Uttoxeter Masterplan (Targets CR27, CR28, CR29)

During 2021/22, the Council commenced work on a bus and parking strategy for Uttoxeter, incorporating cycle routes, in partnership with Staffordshire County Council and Amey. This project will continue over the spring and summer months where we will be undertaking monitoring and modelling exercises to inform the outcome of the strategy, which will in turn inform the next steps for the regeneration of the town.

Building on the Uttoxeter Masterplan further consultation which took place in 2021/22, the Council will continue to investigate how the Maltings Shopping Precinct could be redeveloped in a way to enhance Uttoxeter Town Centre and meet the needs of local residents. We will be undertaking further consultation engagement with residents to discuss ideas and options for the Maltings, using the findings of the further consultation to inform proposals. Alongside this, we will look to

commence the Compulsory Purchase of the Maltings Precinct.

Improve the Washlands as a regional attraction (Targets CR30, CR31)

Following the appointment of contractors for the Washlands Enhancement Project, work will begin on the Washlands central area in the late spring/early summer of 2022 for around 5 months. This will see the holistic enhancement of the Washlands through the promotion of nature, conservation, access, and recreation. Through the completion of this project, the Washlands will be turned into a regional destination, which increases opportunities for education, health and well-being.

The creation of a landmark visitor centre for the Washlands is a key complementary element to the Washlands Enhancement project. As such, we will continue to develop this proposal with partners, such as Staffordshire Wildlife Trust, and further explore opportunities to better highlight the Washlands as a place of learning and activity.

Support economic growth in East Staffordshire (Targets CR32, CR33, CR34, CR35, CR36)

During this next year, the Council will deliver a second round of the Business Springboard Boost grant programme, which will continue to support local small businesses in achieving their growth aspirations. Alongside this, we will design and launch a new local regeneration grant fund targeted at enabling smaller enhancements and improvements in local centres across the Borough. This programme will be launched in June 2022 and run for a period of 12 months, with up to £100,000 of grant available.

We will continue to engage with local retail and hospitality businesses in our towns and local centres by increasing the number of workshop events to six, which will take place across 2022/23, providing opportunity for businesses on our High Streets to find out more about business support programmes and to share their thoughts and ideas.

Finally, we will continue to explore the feasibility of working with local Uttoxeter businesses to create a Business Improvement District, looking at how this could be structured to best support the ongoing enhancement of the town.

SMARTER Planning improvements (Targets CR20a/b/c, CR21, CR22, CR23a/b, CR24, CR37, CR38, CR39)

We will continue to deliver excellent services and maintain top quartile performance. We will build on the previous year's progress on the document management system and will complete the migration of the Planning M3 System to the Assure platform. We will continue to inform Elected Members of new Planning legislation, Planning Enforcement activities and local and national developments through a series of targeted briefings. We will hold a series of developer forums, which through open and transparent channels of communication, will improve planning application processes.

A review of the planning service will be carried out and milestones identified where processes can be streamlined.

New and Refreshed Planning Policies & Technical Guidance (Targets EHW39, EHW40, EHW41, EHW42)

We will finalise the Local Sustainable Development SPD which will provide guidance on how we will strive to achieve high sustainability standards when assessing applications.

Biodiversity loss is a global problem and we will finalise guidance on achieving biodiversity net gain through the planning process as well as working with partners on implementing a district license for great crested newts and local nature recovery strategies.

The Housing Choice SPD will be reviewed to incorporate recent changes to national planning policy, particularly the requirement for Major Developments to include First Homes. The SPD

will also include advice on applications for Houses in Multiple occupation.

Following the change to permitted development rights, an Article 4 Direction will be considered which would remove permitted development rights in town centres.

Monitor the Performance of the Local Plan (Target EHW43)

We will review the Council's Local Plan again to examine how it is performing against the Plan objectives and assess its compliance to national planning policies. We will continue to calculate our Five Year Housing Land Supply position and performance against the national housing and delivery test.

Performance Targets for 2022/23

Progress against Corporate Plan targets in these performance tables is monitored through our corporate performance framework. The performance targets detailed in this document will help to monitor the progress of the projects identified to achieve the corporate priorities.

Community Regeneration

Reference Number	Measures	Target 2022-23	Target Date	Portfolio
CR01	Moving Beyond Communication	Conduct a Residents' Survey	August 2022	Finance
CR02	Moving Beyond Communication	Prepare our Annual Communications Plan	May 2022	Finance
CR03	Moving Beyond Communication	Carry out a review of the Communications, Engagement and Consultation Strategy	Following the completion of the place branding exercise	Finance
CR04	Local approach to Strategic Procurement	Review procurement policy to maximise opportunities for local businesses	October 2022	Finance

Reference Number	Measures	Target 2022-23	Target Date	Portfolio
CR05	Partnership and Community initiatives	Review the Councillors Community Fund to ensure funding projects remain relevant and put forward suggestions for the future use of the scheme	February 2023	Community and Regulatory Services
CR06	Understanding the position in relation to Town Centre recovery	Develop a range of data that monitors and tracks information on footfall and car park usage in our High Streets	June 2022	Community and Regulatory Services
CR07	Partnership and Community initiatives	Work with the Voluntary Sector to develop a post-Covid Voluntary Sector Engagement Strategy in support of our communities	July 2022	Community and Regulatory Services
CR08	Partnership and Community initiatives	Establish a Voluntary Sector Forum	September 2022	Community and Regulatory Services
CR09	Supporting Sports and Leisure Delivery Partners	Identify and respond to appropriate opportunities to support the Birmingham 2022 Commonwealth Games-including the Queen's Baton Relay and supporting cultural activities	July 2022	Leisure, Amenities and Tourism
CR10	Supporting Sports and Leisure Delivery Partners	Support partners in progressing the Uttoxeter Sports Hub including receipt of six-monthly progress report from partners and exploring opportunities for financial assistance	March 2023	Leisure, Amenities and Tourism

Reference Number	Measures	Target 2022-23	Target Date	Portfolio
CR11	Developing Tourism within the Borough	Provide the second year evaluation of the Tourism Strategy	November 2022	Leisure, Amenities and Tourism
CR12	Developing Tourism within the Borough	Commission an audit of current levels of tourism activity in East Staffordshire to underpin the future delivery of events and the support the Council provides to potential partners	July 2022	Leisure, Amenities and Tourism
CR13	Developing Tourism within the Borough	Develop a dedicated tourism website and tourism branding to help create an identity for the Borough	March 2023	Leisure, Amenities and Tourism
CR14	Developing Tourism within the Borough	Launch an East Staffordshire Tourism Partnership bringing together local business to share ideas and develop this aspect of the economy	September 2022	Leisure, Amenities and Tourism
CR15	Cemetery Service Initiatives	Provide an enhanced digital presence for the Cemetery	July 2022	Leisure, Amenities and Tourism
CR16	Increase Capacity at Stapenhill Cemetery	Cabinet report on logistics and options for the Cemetery expansion project	August 2022	Leisure, Amenities and Tourism

Reference Number	Measures	Target 2022-23	Target Date	Portfolio
CR17	Market Initiatives	Develop and enhance the Outdoor Market programme offer	January 2023	Leisure, Amenities and Tourism
CR18	Market Hall Development Initiatives	Review a sustainable use for the future of the Market Hall	March 2023	Leisure, Amenities and Tourism
CR19	Developing Healthy Lifestyles	Working with Better Health Staffordshire, the Council will support the development of this programme and report progress on a quarterly basis	Quarterly up to March 2023	Leisure, Amenities and Tourism
CR20a	Major Planning Applications Determined Within 13 Weeks	Top Quartile as measured against relevant DLUHC figures		Regeneration and Planning Policy
CR20b	Minor Planning Applications Determined Within 8 Weeks	Top Quartile as measured against relevant DLUHC figures		Regeneration and Planning Policy
CR20c	Other Planning Applications Determined in 8 Weeks	Top Quartile as measured against relevant MHCLG figures		Regeneration and Planning Policy

Reference Number	Measures	Target 2022-23	Target Date	Portfolio
CR21	Maintain Qualitative Performance with Planning Application Determination	The proportion of decisions on major applications that are subsequently overturned at appeal is not to exceed 0.5%		Regeneration and Planning Policy
CR22	Maintain Qualitative Performance with Planning Application Determination	Implement an approach for collating customer feedback post decision notice (June 2022)	June 2022	Regeneration and Planning Policy
CR23a	Keeping Members informed on Planning Matters	9 Planning Committee Member training sessions		Regeneration and Planning Policy
CR23b	Keeping Members informed on Planning Matters	2 All Member briefing sessions		Regeneration and Planning Policy
CR24	Keeping Key Stakeholders informed on Planning Matters	Deliver 4 Developer Forums		Regeneration and Planning Policy
CR25	Deliver transformational regeneration for Burton upon Trent working in partnership with the Burton Town Deal Board	Continue to consider the acquisition of the Molson Coors High Street campus	July 2022	Regeneration and Planning Policy

Reference Number	Measures	Target 2022-23	Target Date	Portfolio
CR26	Deliver transformational regeneration for Burton upon Trent working in partnership with the Burton Town Deal Board	Complete the review of the Regional Learning Hub (Project C) business case and agree next steps	September 2022	Regeneration and Planning Policy
CR27	Support the regeneration of Uttoxeter through the Uttoxeter Masterplan	In partnership with SCC, complete the bus and parking strategy for Uttoxeter, incorporating cycling routes	October 2022	Regeneration and Planning Policy
CR28	Support the regeneration of Uttoxeter through the Uttoxeter Masterplan	Progress a Compulsory Purchase Order of the Maltings Precinct	July 2022	Regeneration and Planning Policy
CR29	Support the regeneration of Uttoxeter through the Uttoxeter Masterplan	Conduct further engagement with residents on proposals for regenerating the Maltings	March 2023	Regeneration and Planning Policy
CR30	Improve the Washlands as a regional attraction	Complete the delivery of the Washlands Enhancement Project	December 2022	Regeneration and Planning Policy

Reference Number	Measures	Target 2022-23	Target Date	Portfolio
CR31	Improve the Washlands as a regional attraction	Work with key stakeholders to create a plan for the new Washlands Visitor Centre	March 2023	Regeneration and Planning Policy
CR32	Support economic growth in East Staffordshire	Administer a second round of the Business Springboard Boost grant throughout the year	March 2023	Regeneration and Planning Policy
CR33	Support economic growth in East Staffordshire	Design and launch a Local Regeneration Grant Fund for a period of 12 months	June 2022	Regeneration and Planning Policy
CR34	Support economic growth in East Staffordshire	Provide six monthly reporting on the marketing of Burton as a place to live and invest in	February 2023	Regeneration and Planning Policy
CR35	Support economic growth in East Staffordshire	Hold 6 engagement events with retail and hospitality businesses in towns and local centres within East Staffordshire	March 2023	Regeneration and Planning Policy

Reference Number	Measures	Target 2022-23	Target Date	Portfolio
CR36	Support economic growth in East Staffordshire	Commission a detailed feasibility study for a Business Improvement District in Uttoxeter	August 2022	Regeneration and Planning Policy
CR37	Deliver SMARTER Planning Services	Develop Planning Service Review with project scope and timescales	July 2022	Regeneration and Planning Policy
CR38	SMARTER Planning Services	Update report on Planning Service Review against agreed milestones	March 2023	Regeneration and Planning Policy
CR39	SMARTER Planning Services	Update Report to Strategic Digital Group on Assure Migration progress	March 2023	Regeneration and Planning Policy

Environment and Health & Wellbeing

Reference Number	Measures	Target 2022-23	Target Date	Portfolio
EHW01	Licensing and Enforcement Activities – ASB	Review and update the Anti-Social Behaviour (ASB) procedure	March 2023	Community and Regulatory Services
EHW02	Licensing and Enforcement Activities - ASB	Continue to address ASB in the Borough through the establishment of an officer and partner group. Seek to increase the issuances of Fixed Penalty Notices by 10% on pre-pandemic performance (from 59)	March 2023	Community and Regulatory Services
EHW03	Licensing and Enforcement Activities-Taxi Trade	Undertake a planned programme of enforcement activity (6) to ensure compliance with the current policies and standards	March 2023	Community and Regulatory Services
EHW04	Licensing and Enforcement Activities-Taxi Trade	Work with the County Council to confirm taxi rank provision in Burton upon Trent and Uttoxeter	March 2023	Community and Regulatory Services
EHW05	Partnership and Community initiatives	Revise the Domestic Abuse strategy to reflect changes in legislation and emerging definitions	July 2022	Community and Regulatory Services

Reference Number	Measures	Target 2022-23	Target Date	Portfolio
EHW06	Community and Civil Enforcement	Undertake a review of existing Public Space Protection Orders currently in place across the Borough and renew and amend these as appropriate	November 2022	Community and Regulatory Services
EHW07	Climate Change Initiatives	Provide an interim report on 'in year' progress on the Climate Change Action Plan	November 2022	Community and Regulatory Services
EHW08	Climate Change Initiatives	Undertake a number of Climate Change initiatives as outlined in the Action Plan for 2022/23. Including developing an electric vehicle (EV) strategy for East Staffordshire and the delivery of 3 EV charging points in Burton	March 2023	Community and Regulatory Services
EHW09	Disabled Facilities Grant Review	Complete an Annual Review of the Disabled Facilities Grant Service, improving service delivery timescales from 'enquiry to completion' by 10% on 20/21 performance	December 2022	Community and Regulatory Services
EHW10	Environmental Health – Covid-19 Compliance	Working in partnership with Staffordshire County Council, continue to review and manage Covid-19 outbreaks in high risk settings along with the monitoring of compliance	March 2023	Community and Regulatory Services

Reference Number	Measures	Target 2022-23	Target Date	Portfolio
EHW11	Brewhouse and Town Hall Service	Deliver a programme of 6 Outdoor events to take place across the Boroughs parks and green spaces during summer 2022 including 1 'flagship' outdoor theatre event	October 2022	Community and Regulatory Services
EHW12	Brewhouse and Town Hall Service	Develop a number of new partnerships including the delivery of a series of arts events that will take place across the Jubilee Weekend; including the launch of the Big Burton Carousel Art Trail	March 2023	Community and Regulatory Services
EHW13	Brewhouse and Town Hall Service	Support the delivery of the Burton Ale Trail	September 2022	Community and Regulatory Services
EHW14	Brewhouse and Town Hall Service	Continue to build our digital presence in support of the professional live theatre and entertainment programme, including 4 professional live programmed events at Burton Town Hall	March 2023	Community and Regulatory Services
EHW15a	Maintain Performance For Street Cleansing	Litter <i>0% (using NI195 survey methodology)</i>		Environment and Housing

Reference Number	Measures	Target 2022-23	Target Date	Portfolio
EHW15b	Maintain Performance For Street Cleansing	Detritus <i>0% (using NI195 survey methodology)</i>		Environment and Housing
EHW15c	Maintain Performance For Street Cleansing	Graffiti <i>0% (using NI195 survey methodology)</i>		Environment and Housing
EHW15d	Maintain Performance For Street Cleansing	Fly-posting <i>0% (using NI195 survey methodology)</i>		Environment and Housing
EHW16	Maintain Performance On Recycling	Household Waste Recycled and Composted: <i>Upper Quartile</i>		Environment and Housing
EHW17	Improve Performance On Waste Reduction	Residual Household Waste Per Household: <i>Upper Quartile</i>		Environment and Housing

Reference Number	Measures	Target 2022-23	Target Date	Portfolio
EHW18	Minimise The Number Of Missed Bin Collections	Number Of Missed Bin Collections: <i>Achieve 99.97% successful bin collections across the Borough</i>	March 2023	Environment and Housing
EHW19	Improving Recycling Performance	Go live with new fibre-separate dry recycling service	May 2022	Environment and Housing
EHW20	Improving Recycling Performance	Initiate new recycling communication campaign	October 2022	Environment and Housing
EHW21	Further Development of SMARTER working (Waste Collection & Street Cleaning)	Performance Report on progress and next steps with the potential of a shared service	January 2023	Environment and Housing
EHW22	Further Development of SMARTER working (Waste Collection & Street Cleaning)	Conduct a trial with a 'greener' waste-collection vehicle	March 2023	Environment and Housing
EHW23	Further Development of SMARTER working (Waste Collection & Street Cleaning)	Carry out a review of the Trade Waste Service	November 2022	Environment and Housing

Reference Number	Measures	Target 2022-23	Target Date	Portfolio
EHW24	Housing Strategy Initiatives: Update on Improvements to the Housing Register	Produce an update report and next steps for revised Housing Register and Allocations Service Contract	November 2022	Environment and Housing
EHW25	Housing Strategy Initiatives: Proactively reducing the number of empty homes in the borough	Performance report identifying the reduction in empty homes	February 2023	Environment and Housing
EHW26	Delivering Better Services to Support Homelessness	Develop the approach for the delivery of the new Rough Sleepers Outreach Service	July 2022	Environment and Housing
EHW27	Delivering Better Services to Support Homelessness	Average time from appointment to initial decision for homeless applicants of 3 days		Environment and Housing
EHW28	Delivering Better Services to Support Homelessness	Maintain 'Key to Key' Void Turnaround to an average of 6 working days		Environment and Housing

Reference Number	Measures	Target 2022-23	Target Date	Portfolio
EHW29	Delivering Better Services to Support Homelessness	Carryout relevant procurement and service redesign, following the outcome of RSI 5	Post RSI 5 outcome	Environment and Housing
EHW30	Supporting Sports and Leisure Delivery Partners	Investigate opportunities to establish an enhanced Play Day event in conjunction with Everyone Active	September 2022	Leisure, Amenities and Tourism
EHW31	Improve Awareness of Council Services, Venues and Initiatives	Provide marketing support across ESBC departments and develop a minimum of 6 marketing campaigns around key events and projects across the council-report to Members each quarter	March 2023	Leisure, Amenities and Tourism
EHW32	Open Spaces Initiatives	Complete a second year review of the Parks Development Plan	January 2023	Leisure, Amenities and Tourism
EHW33	Open Spaces Initiatives	Deliver the national “In Bloom” entry for Burton aiming to achieve a Silver gilt award at national level and a minimum of three golds at the regional “In Bloom” awards	October 2022	Leisure, Amenities and Tourism

Reference Number	Measures	Target 2022-23	Target Date	Portfolio
EHW34	Open Spaces Initiatives	Sustain current scores for “It’s Your Neighbourhood Parks” entries-13 Gold awards, 7 Silver Gilt Awards and 2 Silver Awards and expand the number of entries by two	September 2022	Leisure, Amenities and Tourism
EHW35	Open Spaces Initiatives	Undertake a review of the play equipment provision within East Staffordshire	June 2022	Leisure, Amenities and Tourism
EHW36	Open Spaces Initiatives	Implement a project to address the issue of dog fouling through the provision of dog fouling bags on parks across the Borough	July 2022	Leisure, Amenities and Tourism
EHW37	Open Spaces Initiatives	Develop proposals to upgrade the amenities at Branston Water Park	July 2022	Leisure, Amenities and Tourism
EHW38	Open Spaces Initiatives	Review and update the Council’s Tree Policy to provide guidance on increased levels of tree planting resulting from initiatives relating to the Climate Change emergency	January 2023	Leisure, Amenities and Tourism

Reference Number	Measures	Target 2022-23	Target Date	Portfolio
EHW39	New & Refreshed Planning Policies	Finalise Sustainable Development SPD	March 2023	Regeneration and Planning Policy
EHW40	New & Refreshed Planning Policies	Finalise Biodiversity Guidance	October 2022	Regeneration and Planning Policy
EHW41	New & Refreshed Planning Policies	Update Housing Choice SPD	Final SPD approved March 2023	Regeneration and Planning Policy
EHW42	New & Refreshed Planning Policies	Report considering the merits of an ARTICLE 4 (Retail/Residential) in the town centre	July 2022	Regeneration and Planning Policy
EHW43	Monitor Performance of the Local Plan	Complete the annual review of the Local Plan	October 2022	Regeneration and Planning Policy

Value for Money Council

Reference Number	Measures	Target 2022-23	Target Date	Portfolio
VFM01	Increasing Staffing Availability Through Reduced Sickness	Short Term Sickness Days Average: 3.22 days		Leader
VFM02	Improve On The Average Time To Pay Creditors	Average Time To Pay Creditors: Within 10 days of receipt of invoice		Leader
VFM03	Refresh Member Training	Develop new approach to training	Post Peer Review Report	Leader
VFM04	Optimising our services and assets	Carry out an options appraisal of potential shared services	March 2023	Leader
VFM05	Optimising our services and assets	Carry out a review of our land and property investments	TBA	Leader

Reference Number	Measures	Target 2022-23	Target Date	Portfolio
VFM06	Working in partnership with the County Council and other districts	Receive an update on the 'single front door' policy so that residents across Staffordshire gain an improved experience interacting with local government.	October 2022	Leader
VFM07	Annual review of the constitution	Members of the constitution cross-party working group to meet to establish changes to the constitution	January 2023	Leader
VFM08	Progressing to Digital Maturity	Upgrade the Council website and go live with new version	December 2022	Finance
VFM09	Progressing to Digital Maturity	Feasibility study regarding an Elected Member intranet	June 2022	Finance
VFM10	Progressing to Digital Maturity	Options appraisal on use of chat-bot and live chat options	June 2022	Finance

Reference Number	Measures	Target 2022-23	Target Date	Portfolio
VFM11	Progressing to Digital Maturity	Map based reporting options appraisal	August 2022	Finance
VFM12	Progressing to Digital Maturity	Council 'app' options appraisal	December 2022	Finance
VFM13	Set the MTFS for 2022/23 onwards	Set Budget for Council Approval	February 2023	Finance
VFM14	Having an approved Statement of Accounts	Submit Statement of Accounts to Audit Committee by the earlier Statutory Deadline	By the statutory deadline	Finance
VFM15	Maintaining Good Financial Stewardship	Carry out a review of our Treasury Management approach and strategy	February 2023	Finance

Reference Number	Measures	Target 2022-23	Target Date	Portfolio
VFM16	ICT, HR and selective licensing Business Support	Continue with and review strategic support to OWBC: Provide health-check on service as required by OWBC	As required by OWBC	Finance
VFM17	Licensing and Enforcement Activities - CCTV	Renew the CCTV contracts for monitoring and maintenance of fixed site CCTV cameras and procure a new 'fleet' of fixed site digital CCTV cameras and infrastructure	March 2023	Community and Regulatory Services
VFM18	Licensing and Enforcement Activities - CCTV	Monitor the effectiveness of the mobile CCTV provision including the number of camera deployments. Report to Cabinet	December 2022	Community and Regulatory Services
VFM19	Car Parking related initiatives	Initiate a rolling programme of condition surveys across Council car parks. Year 1 to include Central Area (Coopers) and Trinity Road	September 2022	Community and Regulatory Services
VFM20	Development of the Selective Licensing Scheme	Provide a fifth year report on the current Selective Licensing Scheme	November 2022	Community and Regulatory Services

Reference Number	Measures	Target 2022-23	Target Date	Portfolio
VFM21	Development of the Selective Licensing Scheme	Subject to consultation consider the re-designation of the pilot Selective Licensing Scheme pilot in Anglesey ward	September 2022	Community and Regulatory Services
VFM22	Development of the Selective Licensing Scheme	Subject to consultation, consider the designation of a new Selective Licensing Scheme. Potential areas to include; Goodman Street, Waterloo Street, Uxbridge Street, Shobnall Road and Branston Road	September 2022	Community and Regulatory Services
VFM23	Continue to Maximise Income Through Effective Collection Processes (Previously BVPI 9)	Collection Rates of Council Tax : 98%		Environment and Housing
VFM24	Continue to Maximise Income Through Effective Collection Processes (Previously BVPI 10)	Collection Rates of NNDR: 99%		Environment and Housing
VFM25a	Continue to Maximise Income Through Effective Collection Processes:	Former Years Arrears for: Council Tax: £2,500,000		Environment and Housing

Reference Number	Measures	Target 2022-23	Target Date	Portfolio
VFM25b	Continue to Maximise Income Through Effective Collection Processes:	Former Years Arrears for: NNDR: £1,500,000		Environment and Housing
VFM25c	Continue to Maximise Income Through Effective Collection Processes:	Former Years Arrears for: Sundry Debts: £80,000		Environment and Housing
VFM26	Maintaining excellent customer access to services with face-to-face and telephony enquiries	99% of CSC and Telephony Team Enquiries Resolved at First Point of Contact		Environment and Housing
VFM27	Maintaining excellent customer access to services with face-to-face and telephony enquiries	Minimum 75% Telephony Team Calls Answered Within 10 Seconds		Environment and Housing
VFM28	Continue to Improve the Ways We Provide Benefits to Those Most in Need:	Time Taken to Process Benefit New Claims and Change Events (Previously NI 181) Average time: 4.5 days		Environment and Housing

Reference Number	Measures	Target 2022-23	Target Date	Portfolio
VFM29a	Working Towards the Reduction of Claimant Error Housing Benefit Overpayments (HBOPs):	% HBOPs recovered During the Year: 90% <i>To Be Agreed Post Outturn</i>		Environment and Housing
VFM29b	Working Towards the Reduction of Claimant Error Housing Benefit Overpayments (HBOPs):	% of HBOPS Processed and on Payment Arrangement: 90% <i>To Be Agreed Post Outturn</i>		Environment and Housing
VFM29c	Working Towards the Reduction of Claimant Error Housing Benefit Overpayments (HBOPs):	In Year HBOPs Recovered During the Year <i>To Be Agreed Post Outturn</i>		Environment and Housing
VFM30	Review the new Local Council Tax Reduction Scheme	Local Council Tax Reduction Scheme reviewed	December 2022	Environment and Housing
VFM31	Review Court Fees and Charges	Review concluded	October 2022	Environment and Housing

Reference Number	Measures	Target 2022-23	Target Date	Portfolio
VFM32	Maintain Robust Mechanisms for Contract Managing the Leisure Service Arrangements	Report on the performance of the Leisure Operator on a quarterly basis	Quarterly	Leisure, Amenities and Tourism
VFM33	Maintain High Standard Sports and Leisure Facilities	Work with Everyone Active to develop an improvement plan for the outlying pitch changing facilities	July 2022	Leisure, Amenities and Tourism
VFM34	Improve Awareness of Council Services, Venues and Initiatives	Develop marketing plans for each service area and achieve 85% completion of 22/23 marketing targets	March 2023	Leisure, Amenities and Tourism
VFM35	Open Spaces Initiatives	Provide a six monthly Grounds Maintenance contract performance report for April – September	November 2022	Leisure, Amenities and Tourism
VFM36	Facilities initiatives	Commence a rolling programme of building condition surveys focusing on three buildings i.e. Town Hall and Cemetery estate in 2022/23	September 2022	Leisure, Amenities and Tourism

Reference Number	Measures	Target 2022-23	Target Date	Portfolio
VFM37	Cemetery Service Initiatives	Review the existing Cemetery fees and charges	September 2022	Leisure, Amenities and Tourism

Financial Summary

East Staffordshire's Medium Term Financial Strategy (MTFS) details at a high level how the Council will deliver its financial objectives and manage its financial risks.

The key principles within the strategy are:

- ✓ To respond to, and ensure our front line services are protected following, the significant reductions in funding from Central Government to the Authority since austerity measures began in 2011/12.
- ✓ To maintain general fund balances (minimum working balances) at, at least, the level recommended by the Chief Finance Officer and to maintain earmarked reserves for known financial risks and to support resilience.
- ✓ To continue to deliver efficiency savings every year and provide services which represent value for money for local residents.
- ✓ To continually review services being delivered to residents and local businesses, and re-direct resources from lower to higher priority services.
- ✓ To take decisions to redirect resources to support the Corporate Plan at any time during the financial year, rather than wait for the start of the next financial year.
- ✓ To continually review the use of Council assets and to obtain best consideration for any surplus assets to maximise funds for capital investment and/or the repayment of capital debt to generate revenue budget savings.

The MTFS will support the Council to:

- ✓ Effectively link policy / service development and performance management with financial planning, aligning resources with corporate priorities and away from non-priority areas.
- ✓ Manage the financial implications of unforeseen events, due to the maintenance of balances at a sensible level

The two tables below show the links between the net revenue budget, the capital programme and the Council's three corporate priorities (over the next two years). However, further details on our spending plans can be found on the Council website www.eaststaffsbc.gov.uk

Corporate Priority: Revenue Budget	2022/23 £'000	2023/24 £'000
Community Regeneration	478	480
Environment, Health & Wellbeing	8,319	8,351
Value for Money Council	3,745	4,794
Totals	12,542	13,625

Capital Programme (New Projects):	2022/23 £'000	2023/24 £'000
Business and community grant schemes	200	
CCTV infrastructure upgrade	205	
EV Charging infrastructure	114	
ICT Server upgrades	42	
Sewerage Facility Works	35	
Cemeteries Road Improvements	38	38
Dog Waste Bin Dispensers	13	
Support for Uttoxeter Sports Hub		500
Capital Programme (Existing Projects/ Commitments)	2022/23 £'000	2023/24 £'000
Disabled Facility Grants (estimate)	1,160	1,160

Uttoxeter Master Plan and Burton Towns Fund

The Council adopted the Uttoxeter Masterplan in December 2020 which provides a long term coherent vision for Uttoxeter as a town. The Masterplan considered what combination of improvements and changes need to be undertaken to create the right conditions for growth, providing more, and/or better, employment opportunities, along with the necessary infrastructure to support that growth. Members and officers are keen to explore options and/or opportunities to deliver the plan and will be working towards developing more detailed proposals (in conjunction with partners, as appropriate). Any proposals will be subject to detailed business cases being brought forward and approved at the appropriate time.

The Council continues to consider plans in relation to the indicative £23.8m allocation in relation to the Towns Fund.

Contact Us

If you would like further information on any of the priorities contained within this document please feel free to contact us.

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www.eaststaffsbc.gov.uk

communications@eaststaffsbc.gov.uk

(01283) 508000

Programmes and Transformation

East Staffordshire Borough Council

PO Box 8045

Burton upon Trent

DE14 9JG

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