

Corporate Plan Refresh 2021/22

Front cover image: The regeneration of Station Street, Burton upon Trent.

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Introduction

Welcome to the 2021/22 edition of East Staffordshire Borough Council's Corporate Plan.

The Corporate Plan sets out the way in which the Council will deliver, develop and improve its services over the next 12 months and plays an important role in ensuring that our strategic objectives are achieved for the people of East Staffordshire. We hope that this Plan shows our residents, partners and staff where the Council is heading during 2021/22 and beyond. The plan forms the foundation for operational service planning and staff appraisals.

The Plan reviews the highlights from the past 12 months during a difficult year in the face of the pandemic, and details how the Council intends to continue to deliver its corporate priorities over the forthcoming year:

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

In the light of responding to the challenge of Covid-19, the Council has once again agreed a budget which continues to build on the savings made in the past financial year to help ensure it has a firm and stable financial footing for the medium term future.

Several exciting schemes are underway which will transform Burton, including the public realm improvements to Station Street and the Washlands Enhancement project, and further possibilities are being agreed with Government and partners as part of the Stronger Towns Fund. A new masterplan for Uttoxeter is underway with further consultation brought forward. All of these developments deliver public value as we move away from the restrictions of Covid-19.

Mindful of the potential impact of climate change, we have introduced an action plan to ensure ESBC makes positive changes to help reduce carbon emissions not only through its own services but also by

working with partner organisations and the local community.

The Corporate Plan for 2021/22 sets the context for the Council's plans that will benefit local people, provide value for money, and support our communities.



***Cllr Duncan
Goodfellow,
Leader of the
Council***



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

Our Corporate Priorities

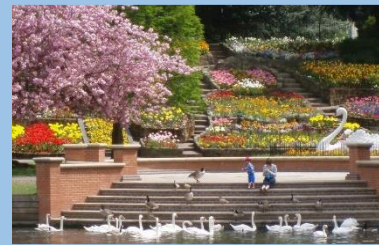
East Staffordshire Borough Council has three Corporate Priorities.

These are underpinned by a number of objectives for 2021/22 that the Council aims to deliver in order to achieve them, which are detailed later in this Corporate Plan.



Value for Money
Council

Community
Regeneration



Environment and
Health & Wellbeing

Highlights from 2020/21

Leader of the Council

Continued to Improve our Financial Resilience

We continued to improve financial management activities within the Council, making sure that proper arrangements are in place to ensure continued value for money and financial resilience and for this year we ensured compliance with the HMRC's VAT digitalisation requirements. We have started to review compliance against the CIPFA Financial Management Code of Practice. We undertook a comprehensive procurement exercise covering the Council's Insurance activities which delivered an annual saving of just under £50K p.a. Despite the added complexities related to the pandemic, we met the ever challenging deadlines for the preparation and audit of the Council's Statement of Accounts, and although 55% of councils didn't, we were still able to achieve the approval by the revised statutory deadline. We also achieved unqualified opinions from Grant Thornton on the Statement of Accounts as well as their assessment on the

Council's ability to secure Value for Money. We played a proactive role responding to Government finance consultations and met all the deadlines regarding expenditure and income analysis required by Government as a result of the pandemic. We also set the MTFS for 2021/22 in line with new funding arrangements.

Remaining a Value for Money Council through Corporate Projects, initiatives and Procurement

Corporate support was provided to strategic projects and initiatives within other areas of the Council, including the direct management of the Leisure Operating Contract and significant support to the Town Centre Regeneration Programme. Support was also provided to the SMARTER Waste Review, the refuse collection, street cleaning and corporate facilities vehicle procurement and the grounds maintenance contract renewal. The Council's Procurement Strategy was also transformed into a Corporate Procurement Policy, which identified responsibilities, preferred approaches and when and where to seek professional advice.

Improved Resilience Planning

We undertook a review of the available Rest Centre locations for use in the event of a major incident and played a key role in the countywide Local Resilience Forum, particularly with the impacts from the February 2020 floods, Brexit implications and the Covid-19 Strategic Coordinating Group.



SMARTER, Safer Digitised Services

The Council has continued to build on its successful 'Digital' achievements to date and refreshed the Digital Strategy, with the three distinct themes of Digital Council, Digital Services and Digital Enablement, which maintains a focus on the delivery of value for money services. We also embedded the new Local Land and Property Gazetteer software.

The Council ensured that its security arrangements continued to meet the requirements of the Public Services Network (PSN) and we commenced the roll-out of our hardware refresh.

The Council also explored opportunities for income generation and shared services, particularly within ICT, and started providing strategic support to Oadby and Wigston Borough Council in order to assist them develop a new ICT strategy and their operational management approach.

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.

Payments Team

The Council has continued to support businesses and supply chains by continuing to promptly pay its Creditors following receipt of an invoice, providing an element of stability during this time of economic uncertainty.

Legal and Assets

Work continued to ensure that corporate projects receive the appropriate levels of legal support. The Council's assets portfolio continued to be well-managed, by carrying out works to industrial units to maintain and improve conditions.

Environment & Housing

SMARTER Waste



We continued to work through the SMARTER Waste and SMARTER Street Cleaning initiatives, producing update reports to Cabinet as well as analysing other service delivery options, developing the case for sharing services, conducting a management

reorganisation within the Waste Management and Street Cleaning area and implementing the new BARTEC Street Cleaning Module which will provide a higher level of service management information.

We concluded the strategic procurement exercise for the replacement of our refuse collection and street cleaning vehicles to take effect from when the current contract expires in October 2021. It is pleasing to note that we were able to acquire some electric vehicles as part of this procurement exercise which has enabled the Council to meet some of its Climate Change Action Plan commitments ahead of schedule. We also commenced work on the Council's Dry Recycling Service and Garden Waste contracts which expire in March 2022.

Delivered Excellent SMARTER Services

We continued to deliver effective and efficient services across Revenues, Benefits and Customer Contacts. We had to quickly respond to the Coronavirus pandemic and had to deal with an unprecedented amount of grants and reliefs that were announced by three different

Government departments and then handed over to the Council to administer.

This included:

- Awarding £20,527,525.83 worth of Expanded Retail Discount Relief to 828 businesses
- Awarding £255,335.42 worth of Nursery Discount Relief to 21 Nurseries
- Paying a total of £1,200,000 in Local Authority Discretionary Grants to 120 businesses;
- Issuing 1,981 Small Business and Retail, Hospitality & Leisure grants totalling £23,320,000 to local ratepayers;
- Paying out £6,093,192.66 in Local Restrictions Support Grant schemes to 667 applicants.
- Paying out £47,684.00 in Additional Restrictions Grants
- Paying out £56,000 in Christmas Support Payments to 56 local pubs
- Paying a total of £562,813.60 in Council Tax Hardship Fund payments to 3,323 working age Council Tax Reduction claimants;

- Paying £273,000 in Test and Trace Support Payments to 546 successful applicants; 420 under the main scheme and 126 under the discretionary scheme.



Of course, this was carried out whilst the teams were continuing to carry out the normal range of Council services, such as the billing and administration of Council Tax and Business Rates throughout the Borough as well as the administration of Housing Benefits, and in addition to these we went live with the new Business Rates Rate Relief Policy and also

reviewed our court costs as well as updated our Recovery and Write-Off Policies.

Tackling Rough Sleeping

We have successfully implemented the 'Everyone In' programme, which involves protecting rough sleepers by ensuring they have access to the facilities that enable them to adhere to public health guidance on hygiene or isolation. This programme has been in place in one form or another for most of the year, with the majority of recipients departing into settled accommodation. This measure, in conjunction with the existing Housing First Project, Navigator service, and the new Home4Me Project, have enabled us to secure resettlement for some of the most entrenched and marginalised individuals. As a result, rough sleeping in the borough continues its impressive decline, with a figure of zero recorded at the annual rough sleeper count in 2020.

For those rough sleepers who reside in shared supported accommodation a recently launched project provides a stepping stone towards independent accommodation, offering self-

contained 'Stage 2' accommodation with low level support. The six properties acquired under this capital project are to be made available to rough sleepers for the next 30 years.

Better Services to Support Homelessness

We have navigated the changing landscape of housing law during the pandemic, and wherever possible made use of the additional time to resolve housing issues and prevent homelessness. We have continued to proactively improve our service through a series of initiatives such as maximising the utilisation of self-contained temporary accommodation for homeless applicants and reducing the void turnaround to an average of six working days. We also ensured that the average time from appointment to an initial decision for homeless applicants was below the 3 day target.

The Burton and East Staffs Homeless Partnership remains strong, with the collaborative working achieved through the Partnership arrangements being key to the success of the 'Everyone In' programme and the overall reduction in rough sleeping. The

Partnership decided not to proceed with the promotional activity intended for this year, but this may be revisited in the coming year.

A revised Housing Strategy

A new Housing Strategy has been adopted for the period of 2021-2025; the strategy promotes housing supply, bringing more empty homes back into use, maximising housing options for people on a low income and securing suitable housing for people with vulnerabilities. It was agreed that this would be subject to an annual review.

The East Staffordshire Housing Register is now accessed online following a new contract with our delivery partner, Trent and Dove Housing. Applicants to the Housing Register are now benefiting from the ability to make and update their applications from home at a time to suit them, as well as reduced processing times for applicants to become active on the Housing Register.

The empty homes service commissioned from Grafton UK has performed well, and achieved its targets for bringing empty homes back into

use this year. Consideration will be given as to what additional measures may be appropriate where particular homes remain empty in the coming year and progress will be reported during the year.

Leisure, Amenities & Tourism

Leisure Services Contract Management



This year the Council continued to monitor the performance of the Leisure Operator, Everyone Active, and reported on a quarterly basis through the Leisure Services Partnership Board and the relevant Council committees. The Covid-19 pandemic has had a significant impact on the operation of the leisure facilities during 2020/21, with three national 'lockdowns' from March 20th to July 25th, November 4th to December 2nd and from December 31st 2020 onwards.

During the year, the Council undertook a number of benchmarking exercise activities. These included establishing a forum of Staffordshire authorities that have outsourced their leisure facilities, reviewing LG Futures finance data and engaging with the Active Lives survey focussing on sport and leisure services. This work has been key to understanding how leisure facilities have performed during the Covid-19 pandemic and has been key to supporting the delivery of the Leisure Operating Contract.

Works to replace the Artificial Turf Pitch at Shobnall Leisure Complex were due to take place during 2019-20 but were postponed as a consequence of the Covid-19 pandemic. Consultants have been appointed and tender documents have been collated. The work to complete the project and install the new surface will take place between April and September 2021.

Marketing

Over the past 12 months, the Council has achieved its target of completing over 85% of its marketing objectives, outlined in the annual marketing plans, with officers working hard to

promote services and events from within the Leisure, Amenities and Tourism portfolio, in spite of the impact of the Covid-19 pandemic. In addition, the marketing function has supported a number of other Council departments, including Waste Management and Regeneration. Campaigns implemented during 2020/21 have included:

- Seasonal Brewhouse programmes
- *Be Your Own Boss*, Market Hall
- Litter – *Carry it in, Carry it out*
- High Street Re-opening
- *Stay Local*, business support campaign
- *Recycle it Right*, Waste Management



Throughout the year the Council has also continued to work in conjunction with a range of partner organisations and businesses to raise the profile of local services.

Open Spaces

The impact of Covid-19 has affected a number of the targets set for the Open Spaces team during 2020/21. Both the 'In Bloom' and 'Park's Green Flag Award' schemes were suspended as a direct result of the pandemic. However, following a photographic submission of the work that the team had continued to deliver in the midst of this challenging period, the Heart of England in Bloom Committee awarded the Council with a "What Have You Done This Year To Make You Feel Proud" certificate in recognition of this work and effort.

In recognition of the important and prominent role our open spaces play across the Borough, a 10 year Parks Development Plan has been developed and approved this year. This plan has a focus on community health, sustainability and climate change and includes activities such as tree planting, tree management and volunteer recruitment. A key element of the plan is the

efficient operational delivery that enables green spaces to be clean, tidy and free of vandalism.



October 2021 will see the Council's Grounds Maintenance contract expire with the current provider. This contract, one of the largest operated by the Council, defines the standard for parks and open spaces across the Borough. As a result, the Open Spaces Team have worked throughout the year in collaboration with the Council's Procurement Team to prepare the new tender and specification documentation,

ensuring that it is reflective of the organisational learning garnered over the life of the current contract and is set up to succeed during the forthcoming decade.

Facilities and Health & Safety

The Council operates a diverse range of buildings of various ages and size that consume gas, electricity and water. A review has been completed that has examined the usage and costs of these types of energy and considers the feasibility of alternative energy sources. The review recommends that an energy efficiency study is carried out on each building to identify potential enhancements to reduce costs.

Cemetery

During 2020, work to assess the identified allotment land adjacent to the Stapenhill cemetery for conversion to burial ground commenced. Consultants undertook a number of exploratory investigations (Tier 1 investigations) and these were subsequently approved by the Environment Agency. More detailed ground work inspections will now progress as we move into the new financial year.

Markets

The impact of the Covid-19 pandemic has meant that the Market Hall, as a non-essential trading environment, has had to close during the periods of lockdown throughout the year. Only those traders providing takeaway catering were permitted to trade during these periods. When trading was permitted, the Market Hall was set up to be Covid compliant with appropriate one-way systems, face mask wearing and limited use of the central floor space. The Market Hall staff also played their part in supporting the Council's effort to provide Covid Marshals in and around Burton town centre.



Burton Outdoor Market is Reopening

For full details visit www.eaststaffsbc.gov.uk/coronavirus

- ✓ Do not visit if you are feeling unwell
- ✓ Remain 2m Apart
- ✓ Follow signage & one way system
- ✓ Shop alone if possible

Remember to stay 2m apart when shopping

The Markets team fulfilled their target to remain an Association of Public Service Excellence (APSE) member and to use this opportunity to understand how other Market Halls have fared during this unprecedented period.

Tourism

East Staffordshire has a number of advantages and attractions as a tourist destination. In October 2020, a Tourism Plan was approved by Cabinet. This plan was developed to highlight the strengths of East Staffordshire as an emerging tourist destination and the plan set out the ongoing actions that will be taken to achieve this.

Regeneration & Planning Policy

Continued to Work Smarter in Planning

We maintained top quartile performance and continued to improve our overall planning processes with new procedures and practices. We also introduced improvements and new ways of working and evaluated the benefits of an integrated document management system within the Planning section. We responded to

national consultation and also informed Elected Members of new Planning legislation and local and national developments through a series of targeted briefings.

New and Refreshed Planning Policies

We published the Authority Monitoring Report, the Brownfield Register and the Infrastructure Funding Statement as legislatively required. We also revised and republished our Statement of Community Involvement, we finalised and adopted the Brewery Building Conversion Design Guidance SPD and we also revised and adopted the Car Parking SPD.

Monitoring Local Plan Performance

We carried out an in-depth review of the Council's Local Plan to examine how it was performing. The conclusions were that the Council has maintained a strong 5 year land supply position and performed well at appeal; the policies in the existing Plan are still relevant and robust; housing delivery performance has been effective and there is still a good supply of sites to be delivered. A thorough review of all policies in the plan has been undertaken in terms of delivery and compliance with national

policy, which has not indicated that there is an urgent or essential need to update the policies in the immediate short term.

Regeneration



During 2020/21, the Council continued to progress its partnership working with the Burton upon Trent Town Deal Board, chaired by Ben Robinson MBE, to create a Town Investment Plan that was submitted to Government on 11th December 2020. The plan is being assessed by Government during early in 2021.

Alongside the Towns Fund work, the Council has taken forward the first phase of the Washlands Enhancement Project, laying the foundations for improvements to be delivered during 2021/22, utilising £1m of external funding. Adjacent the Washlands, the Enterprise

team has worked closely with Jessups to support them in submitting a new mixed use planning application for Bargates to delivery uses that includes a full application for residential and office units and an outline application for uses that could include hotel, apartments, and public houses/drink establishments. This application is currently being reviewed by the Local Planning Authority.

In October 2020, the Station Street regeneration project completed (pictured on the front cover), which completely transformed the look and function of the pedestrianised area of Burton town centre. From this, work commenced in January 2021 to deliver further public realm improvements to the adjoining High Street. The Uttoxeter Masterplan was also approved by Council in December 2020, which identifies options for regenerating the town to improve its potential for economic growth and prosperity in the future.

Community & Regulatory Services

Review of the Council's CCTV Provision

During 2021 the contract for the monitoring and maintenance of the Council's CCTV is due for renewal. Following a review of the existing CCTV arrangements and a report on CCTV provision brought forward by the Scrutiny (Audit and Value for Money Council Services) Committee, a revised approach to the delivery of CCTV has been developed. This work will come forward from April 2021.

In addition to this review, the Enforcement Team also developed a Code of Practice for the use of its mobile CCTV cameras. A guidance and process document has been completed and will be used by officers to ensure that correct procedures are followed when mobile CCTV is in operation. The document includes application forms for authorisation to deploy the mobile cameras and a site survey form to ensure the location is suitable and appropriate. The team have utilised the cameras in a number of 'hot spots' specifically in relation to fly tipping and other forms of anti-social behaviour.

Improvements to the Hackney Carriage and Private Hire Service

The Council implemented a series of improvements for the Hackney Carriage and Private Hire Trade during 2020/21. These included:

- A review of the Taxi ranks within in the Borough was been completed in both Burton and Uttoxeter. The County Council, as the Highway Authority, has been consulted to establish if the suggested proposals were suitable to be carried forward. This work will be concluded in 2021/22. A review of the Hackney Carriage Tariff – a proposed new tariff was received from the taxi trade. A report was subsequently prepared for licensing committee to consider and officers liaised with the meter companies to ensure the tariff was suitable. These proposals will be considered by Cabinet.
- A revised approach to delivering Safeguarding training for all Private Hire and Hackney Carriage Drivers was implemented with the appointment of an appropriate training provider. All existing drivers,

operators and new applicants will be able to access the training in a “virtual classroom.” It is proposed that all the licence holders will undertake the training by the end of 2021.

- A formal Verbal Test for new applicants was introduced for a Private Hire and Hackney Carriage Drivers Licence (this also included taxi Operators). This approach has been in operation since the end of April 2020 and sets a level standard for all applicants to be appraised.
- New recommendations for Medicals for Private Hire and Hackney Carriage Drivers were introduced. Officers have identified a specific doctors surgery as an alternative means of having a medical undertaken, should the applicant or existing licence holders own surgery be unable to provide a certificate within the appropriate time period.
- Use of the Disclosure and Barring Service (DBS) update scheme for Private Hire and Hackney Carriage Drivers and Operators has been introduced and ‘UCheck’ confirmed as the Councils on line provider

for criminal searches. The Licensing team are now able to access some results within 24 hours, which will help to improve processing times.

Compliance Inspections in support of Public Protection

Ongoing partnership work took place throughout the year in partnership with Staffordshire County Council and the Police in relation to Covid-19 enforcement and compliance in high risk establishments. Compliance checking and inspection activity has been redirected to support the Covid-19 pandemic response and covered such activities as; tracing taxi drivers who had tested positive and premises that have been non-compliant with Covid regulations, for example.

Community & Civil Enforcement Initiatives

The impact of the Covid-19 pandemic had a significant effect on the Community and Civil Enforcement (CCE) team during the year. During the first lockdown period, some members of the team were redeployed to support other service areas such as Open Spaces and the

Cemetery to support the Council’s Covid related efforts. The team also led the Covid Marshal deployment from early November in support of general Covid-19 compliance measures, as well as supporting the Environmental Health team in more direct compliance activities. The CCE team were able to begin picking up initiatives in the second half of the year, covering a number of wards including; Anglesey, Shobnall, Horninglow and Eton.

Selective Licensing: Review & Future Designation

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 the first, second and this, the third year of operation. Plans to expand the Selective Licensing Scheme to include Shobnall Street, Waterloo Street, Goodman Street, Branston Road and Uxbridge Street had begun in January 2020 with a consultation exercise. However these were put on hold in accordance with guidance issued by the MHCLG on 28 March 2020.

Partnership working with Trading Standards for Tenant Fees

Following the introduction of legislation to prohibit the use of certain fees for tenants, Environmental Health has worked in partnership with Trading Standards to target resources on a case that requires further investigation along with the development of a draft strategy for enforcement. This is currently on hold due to resources being focussed on Covid enforcement, however this work is set to continue in 2021/22.

Disabled Facilities Grant Review

The Council adopted a new in-house Disabled Facilities Grant (DFG) service from 1st April 2018, incorporating more efficient ways of working 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 2020. Of note is the reduction in the DFG process timescales from 362 days for cases handled by the previous provider in 2017/18 to 291 days for cases handled by the in-house DFG team in 2019/20. The DFG team

continuously seek ways to improve the processing times and delivery of this service.

Climate Change & Air Quality Policy

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 that refocuses attention in order to tackle these wide ranging issues. The Council's 'declaration' seeks to make the Council's operations and activities carbon neutral by 2040 and to aspire to reach carbon neutrality for the borough geography as a whole by 2040. The Environmental Health team will be leading on this approach, but as climate change issues affect all parts of the Council's activities, all Deputy Leader portfolios will be affected to a greater or lesser degree.

Modern Slavery Initiatives

The impact of Covid-19 during 2020/21 has meant the efforts of the Environmental Health team have been focussed on working with partners to undertake compliance checks in high

risk premises such as takeaways, licensed premises and warehouses throughout the Borough. The team has had to adapt to provide a seven day per week response should this be called upon. The team have also worked closely with colleagues in the CCE team in gaining feedback and intelligence on compliance issues from the Covid Marshal Officers. Issues relating to Modern Slavery have been picked up in the course of this compliance work over the period of the pandemic.

Brewhouse, Arts and Town Hall



Once again the Covid-19 pandemic has had a significant impact on the delivery of the service during 2020/21. Following government guidelines the service has had to remain closed to members of the public for long periods. However, the team at the Brewhouse have

adapted to create a new programme online; including a range of workshops and events. The Brewhouse and Arts Manager was also able to secure a £51k grant from the Arts Council England's Covid Recovery Fund to support these adaptations and financial support for the

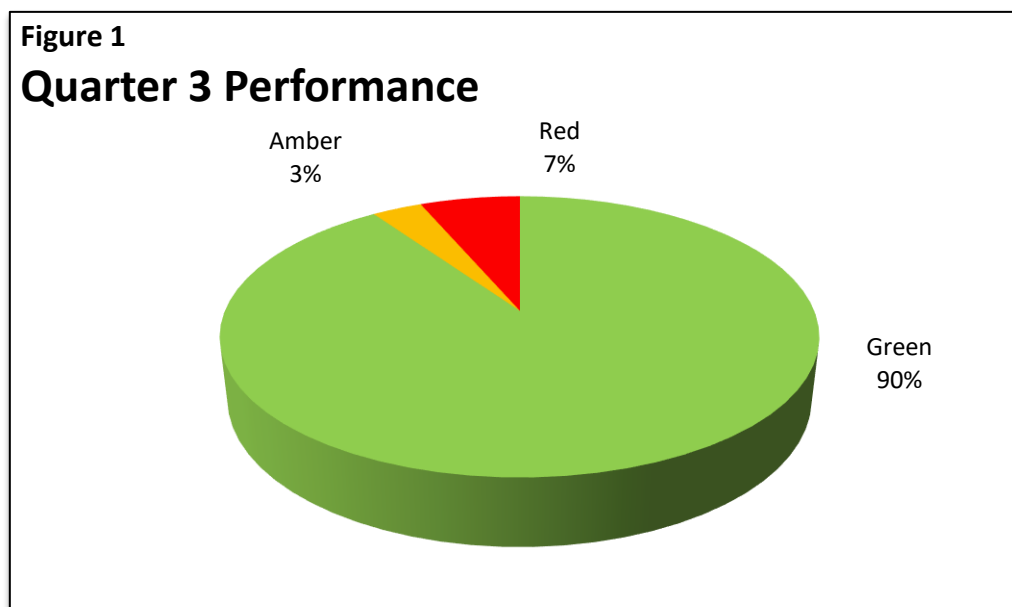
service up to March 2021. During closure periods the Brewhouse staff were able to support the Council's Covid-19 effort ranging from contacting 'shielding' residents through to Covid Marshal work. In November 2020, the Main Hall at the Town Hall was established as a

Covid-19 testing station and Civic Function staff have supported the dedicated testing team ensuring the facility remains fully operational. This has obviously meant that the remainder of the Town Hall function area has been closed to the public.

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 that 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 business continuity and emergency planning arrangements that are regularly reviewed and developed. 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 that are 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 2020/21 financial year) are shown in Figure 1.



The Quarter 3 forecast outturn indicates an overall budgetary surplus for the financial year of £190,000 or 1.7% against a net revenue budget of £11,024,000. This includes substantial budgetary pressures arising from Covid-19 that have been offset by additional funding support from Central Government. The latest available Financial Outturn figures (at the end of Quarter 3 of the 20120/21 financial year) are shown in **Figure 2**.

Figure 2 Quarter 3 Financial Forecast Outturn 2020/21	Annual Budget	Forecast Outturn (Q3) £'000	Variation Over / (Under) £'000
Arts, Brewhouse and Functions	393	563	170
Community and Open Spaces	1,403	2,092	689
Corporate Management Team	438	444	6
Corporate and Commercial	876	836	(40)
Cultural Services – Marketing	86	68	(18)
Enterprise	116	122	6
Environment	3,887	4,151	264
Environmental Health	470	505	35
Financial Services	967	1,194	227
Housing	311	356	45
Human Resources and Payments	1,913	1,892	(21)
IT & Printing	425	404	(21)
Legal Services and Assets	(434)	(334)	100
Leisure Services	664	878	214
Licensing and Enforcement	84	77	(7)
Markets	15	150	135
Planning and Land Charges	46	73	27
Revenues, Benefits and Customer Contacts	417	1,220	803
Corporate Items	(1,053)	(1,240)	(187)
Covid-19 Support from Government	-	(2,617)	(2,617)
Totals	11,024	10,834	(190)

Objectives for 2021/22

Leader of the Council

Successful Delivery of Elections and Implementation of Boundary Review Outcomes (Target Ref No. VFM01, VFM02, VFM03)

This year the Council will continue its successful track record in its delivery of electoral services. In addition to the necessary by-elections in the Borough, this year the Council will co-ordinate 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 will also be taking on the Police Area Returning Officer (PARO) responsibilities for the PFCC election, which means that not only is it responsible for administering and returning our local count, the Council has the added responsibility for

the administration and returning of the whole County wide election.

Taking account of the final Boundary Review outcomes, this year the Council will also prepare its systems and processes for amended boundaries and complete the necessary review of its polling places.



Review of Council Committees (Target Ref No. L17)

During 2021/22 the Council will look at identifying any opportunities for improvement across its Committee structure. This could include considering Committee sizes and functions, the effectiveness of the organisation's scrutiny and overview approach or any further relevant digital opportunities.

Improved Resilience Planning (Target Ref No. VFM13)

The Council has demonstrated over the past year that it has in place a robust approach to resilience planning and business continuity. However it will be prudent to reflect on the challenges of the past year, including its experience from the Storm Dennis flooding, the Covid-19 pandemic and the EU withdrawal. The Council will complete a review of its emergency and business

continuity planning approach incorporating any learning from the recent response and recovery.

Embracing Digital Opportunities (Target Ref No. VFM04, VFM05, VFM06, VFM07)

Following the development of the Council's new Digital Strategy in 2020, this year will see the Council implementing a number of important aspects from the Strategy to take forward a range of digital opportunities. In particular the Council will establish a process for reviewing digital services. This process will begin by identifying an intended outcome, designing an appropriate process and considering the technology most suitable to deliver that outcome.

The Council will also maintain Gold Standard in the Geo-Place categorisation listing for all Local Land and Property Gazetteer (LLPG) activities that the Council has control over, and implement the first phase of a project utilising Unique Property

Reference Numbers (UPRNs) which will underpin and provide the structure for any address based digital services the Council develops.

The Council will also complete 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.



LGA Peer Review (Target Ref No. VFM12)

This year the Council will again look to work with the Local Government Association (LGA) to deliver a peer review to another council to build up to hosting one in East Staffordshire this coming year.

Continue to Develop Effective Communications (Target Ref No. VFM08, VFM09, VFM10, VFM11)

The response to the challenges of the past 12 months has highlighted how effective good communications can be. This year the Council will review its PR and communications approach in order to develop a new Communications Strategy building on the successes of the past year. In addition to this, in the early part of 2021/22, the Council will also look to implement a corporate E-newsletter to allow for even more effective communication with its stakeholders which it can use to promote Council services. This will also be complemented with a regular Leader's Blog

and a targeted video update from a Cabinet Member to share relevant and important messages.

Continue to Improve our Financial Resilience (Target Ref No. VFM18, VFM19, VFM20, VFM21, VFM22)

We will continue to proactively improve financial management activities within the Council, making sure that proper arrangements are in place to ensure continued value for money and financial resilience, and providing sound financial advice to key corporate projects, initiatives and decision making. We will update the Council's Contract Procedure Rules and Financial Regulations once the government's review of public procurement, which is currently underway, has been completed. We will continue to ensure that the work that we carry out is done in time to meet the deadlines for the preparation, audit and approval of the Council's Statement of Accounts, we will strive to achieve

unqualified auditor's opinions on this as well as for Value for Money.

Once again, we will continue to play a proactive role responding to Government finance consultations, particularly around the proposed changes to Business Rates and funding reforms and will brief elected members on the implications for the Council. We will monitor the financial impact of the Covid-19 Pandemic and any associated Government support, ensuring we complete the necessary Government returns and finally we will set the MTFs for 2022/23 in line with new funding arrangements.

ICT Business Support and Refresh (Target Ref No. VFM15, VFM16)

We will complete the desktop hardware renewal and carry out a number of server renewals as well as ensuring we keep all business systems current. We will also carry out any cyber essential changes to PSN within the required timescales in order to

maximise security. We will continue with the Business Development Project, providing technical strategy and support to OWBC.



Investigate Cloud Services (Target Ref No. VFM14)

We will carry out a review of Cloud services/applications to see where and if cost savings, security improvements or further efficiencies can be gained from remote hosting.

Human Resources (Target Ref No. VFM23)

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 Ref No. VFM24)

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

Environment & Housing

SMARTER Waste Management (Target Ref No. VFM58, VFM59, VFM62, EHB07, EHB08, EHB09)

We will continue to identify the most effective way to deliver services and continue to progress the potential for a shared service and complement the activity with a revised project plan and regular project updates. We will continue to respond to Government consultations on the Waste & Resources Strategy and consider impacts of any suggested changes in Government policy. We will build on the Scrutiny (CREHWB) Committee review and embark on a series of regular communication and education campaigns in order to improve

the quality and quantity of recycle we collect throughout the borough.



SMARTER Street Cleaning (Target Ref No. VFM60, VFM61, EHB06)

We will start to realise the benefits from the implementation of the Street Cleaning software and develop a new policy with new procedures for how we organise resources around litter collection, bins and street cleaning.

Strategic procurement (Target Ref No. VFM55, VFM56, VFM57)

This year will be a particularly busy year with some significant procurement activities. These

will include a new contract for the treatment of the garden waste that we collect, a collaborative procurement exercise to provide a new contract for the processing of the dry recycling material that we collect, and to support the dry recycling processing we will require a new waste transfer station contract. Building on the previous year's activities we will go live with the new vehicle contracts in order to ensure as smooth a transfer as possible, as well as installing the new electric charging points for the smaller electric fleet.

Housing Strategy Initiatives (Target Ref No. EHB10, EHB11, EHB12)

We will review our Housing Strategy and refresh the Housing Allocations Policy to facilitate improvements in the delivery of the Housing Register Service. The refresh will need to provide a balanced approach to prioritising housing need, taking into account changes that have been observed since the current policy was adopted in 2018, as well as streamlining the assessment of applications where possible to maximise the benefits of delivering the service digitally.

We will continue to support enforcement activity where appropriate in respect of targeted Empty Homes. The current escalating approach to tackling empty homes may need to go further in specific cases that are proving intractable; in each case the evidence will be considered by Cabinet for a decision on invoking relevant legal powers.

Continue to Deliver Better Services to Support Homelessness & Tackle Rough Sleeping (Target Ref No. VFM63, EHB13, EHB14)

We will continue to ensure that the average time from an appointment to an initial homelessness decision is a maximum of 3 days. We will initiate a project which maximises our use of S106 commuted sums to improve the pathways out of supported accommodation, as well as further exploring opportunities to secure Social Landlord registration for voluntary sector supported accommodation providers. We will also maintain optimal utilisation of self-contained temporary accommodation for homeless applicants, as well as proactively engage with

the Rough Sleeper Initiative Year Four to maximise interventions that are available.

Deliver Excellent SMARTER Services (VFM42, VFM43, VFM44, VFM45, VFM46, VFM47, VFM48, VFM49, VFM50, VFM51, VFM52, VFM53, VFM54)

We will continue to deliver effective and efficient services across Revenues, Benefits and Customer Contacts, maximising income through collection rates, reducing former years' arrears and continuing to increase the collection of overpaid Housing Benefit. We will undertake a comprehensive review of the Local Council Tax Reduction Scheme to identify any fundamental necessary changes which could be made to improve the scheme. We will implement the new Recovery and Write-Off Policy changes. In terms of SMARTER Working we will also support the Corporate Digital Strategy through



the evaluation of automation within the Revenues and Benefits IT systems and carry out a review of the operations of our Customer Service Centres.

Leisure, Amenities & Tourism

Open Spaces (Target Ref No. VFM27, EHB01, EHB02, EHB03, EHB04)

October 2021 will see the Council's Grounds Maintenance contract expire with the current provider. This contract, one of the largest operated by the Council, defines the standard for parks and open spaces across the Borough. The Open Spaces Team will continue to work with the Council's Procurement Team to prepare the new tender and specification documentation, ensuring that it is reflective of the organisational learning garnered over the life of the current contract and is fit for purpose in the forthcoming decade.

Subject to judging taking place this year, the Council's Open Spaces team will work towards achieving a minimum of 2 gold awards at 'In Bloom'. Entries will be submitted for Burton,

Winshill and Uttoxeter. In addition, the team will look to increase the scores for parks entered into 'It's Your Neighbourhood Awards' (again subject to judging taking place). The forthcoming year will also be the time to commence planning in preparation for the Queen's Jubilee in 2022.

Supporting the work being undertaken on 'In Bloom' and in our parks, the team will also look to provide a Year 1 update on the Parks Development Plan, identifying the activities and developments that will have taken place to improve our open spaces.

Cemetery (Target Ref No. CR05)

Following up on the successful, initial ground work investigations on the expansion of Stapenhill Cemetery, the Cemetery team will work with the appointed consultants to carry out further groundwork investigations ("Tier 2"), with a view to progressing the development of the site.

Tourism (Target Ref No. VFM28)

Following the approval of the Tourism Plan by Cabinet in 2020/21, officers will seek to provide

a Year 1 progress report on the Tourism Strategy during the forthcoming year. This activity will need to take account of the post Covid-19 environment and will include activities such as identifying mutual opportunities to promote and co-promote events that support local, as well as creating a marketing plan that will enable targeted communications.

Leisure Services Contract Management (Target Ref No. VFM25, VFM26, CR06, CR07, EHB04, EHB05)

The past year has been challenging for the sports and leisure industry, and the Council will continue 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 will monitor the performance of the contract and will again report on this on a quarterly basis, including aspects relating to Covid-19 recovery, through the Leisure Services Partnership Board and the relevant Council committees. The Council will continue to develop its relationship with Everyone Active, while ensuring compliance with the Leisure Operating Contract and

effectively monitoring the intended outcomes for residents and users of the Council's sport and leisure services.



The Artificial Turf Pitch at Shobnall Leisure Complex is nearing the end of its life, so in 2021 the Council will be working with contractors to replace this Council asset. This project will be undertaken using Section 106 funding secured for use at Shobnall Leisure Complex, and will ensure a fit for purpose all-weather playing surface continues to be available which is used

primarily for hockey as well as other outdoor team sports.

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. Building on the successes of previous years' events, the Council will investigate opportunities to develop the 'National Play Day' experience in partnership with Everyone Active. The 'National Play Day' is a campaign that highlights 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.

In 2022 the Commonwealth Games is to be held within the region, with this international event being hosted in Birmingham. The Council will continue to work with the organisers of the Games and local partners to explore any opportunities that may arise from this event being held in the locality, and support the delivery of identified activities where appropriate. This could include supporting communications campaigns, looking at assisting

with volunteer support or assisting with local events associated with the Games.

There is a longstanding aspiration from within the area to facilitate a Sports Hub at the Uttoxeter Quarry site. The Council will continue to provide support to the key partners in this project, the County Council and Staffordshire FA, and seek updates on the progression of this project from these partners. To facilitate the pass-portioning of any forthcoming S106 monies to the relevant stakeholders, the Council will request six-monthly updates from these partners to encourage progress.

This year the Council will undertake a review of Health & Activity strategy and delivery in the Borough. This review will consider a range of elements including the new Sport England Strategy, the emerging Together Active Strategy and the strategies of our Leisure Operator, Everyone Active. This will allow the Council to position itself effectively within the local leisure landscape and to direct strategic health and activity delivery in the area through its delivery partners. This review will provide the basis for

the Council's strategic approach to Health and Activity for 2022/23 and beyond.

Marketing (Target Ref No. VFM29, VFM30, VFM31)

The marketing function will continue to work on improving the marketing and communications of key council services through a planned approach, developing specific marketing plans for each service area. These plans will include a range of objectives, of which 85% should be completed in 2021/22.

In conjunction with other council departments, a range of awareness campaigns and events will be delivered to engage local residents and businesses and promote East Staffordshire and council and partner services. The success of these campaigns and events will be reported to Members through quarterly performance reports.

The Market Hall (Target Ref No. CR01, CR02, CR03, CR04)



The Market Hall team will continue to support its Market Hall Traders during the post-Covid recovery period and the outcome of the Stronger Towns bid. Targeted events and campaigns that raise the profile of the Market Hall during the forthcoming year will be undertaken. We will continue to showcase the Market Hall as a unique, exciting events space and will seek to hold a number of commercial events in the forthcoming year. This programme will also include an enhanced Christmas offer to increase footfall to the town centre and Market Place area of Burton upon Trent during this annual peak period.

The Market Hall will remain an APSE Performance Networks member to continually benchmark and monitor best practice within Markets, especially in the light of the post Covid-19 recovery period.

Regeneration & Planning Policy

SMARTER Planning improvements (Target Ref No. VFM32, VFM33, VFM34, VFM35)

We will continue to deliver excellent services and maintain top quartile performance. We will build on the previous year's investigation into a document management system and work towards the migration of the Planning M3 System to the Assure platform. We will also look into making improvements to online mapping by replacing the current system to meet website standards, accessibility guidelines and provide more reliable data retrieval. We will continue to inform Elected Members of new Planning legislation, our Planning Enforcement activities and local and national developments through a series of targeted briefings.

Streamlining the Section 106 Process (Target Ref No. VFM40, VFM41)

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

New and Refreshed Planning Policies & Technical Guidance (Target Ref No. CR12, CR27, CR28)

We will develop a Tourism Technical Guide which will provide consistency and guidance for applicants, elected members and Planners. Biodiversity loss is a global problem and so we will also provide guidance on how we will strive to achieve biodiversity net gains when assessing applications. In addition to this, we will also look to develop a Local Sustainable Development (Climate Change) SPD which will include guidance on a number of topical areas.

**Monitor the Performance of the Local Plan
(Target Ref No. VFM36, VFM37)**

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 conduct a Strategic Housing Land Availability Assessment to which will identify sites which have the potential for future housing development and we will continue to calculate our Five Year Housing Land Supply position and performance against the national housing and delivery test.

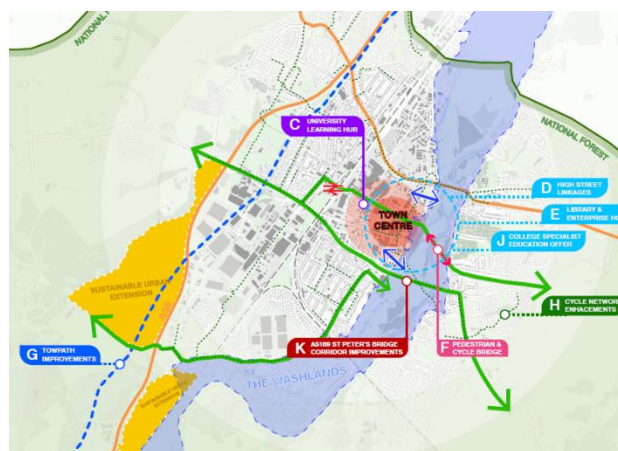
Supporting Neighbourhood Plans (Target Ref No. CR11)

The Council will continue to support neighbourhoods with the development and review of their Neighbourhood Plans, including the Rolleston on Dove Neighbourhood Plan referenda which is scheduled to take place in May 2021.

**Deliver transformative regeneration for
Burton upon Trent through the Towns Fund
(Target Ref No. CR13, CR14, CR15, CR16)**

Following the submission of the Town Investment Plan for Burton in December 2020, 2021/22 will see the approved intervention projects go through a business case development process prior to being implemented. This will include initially agreed Heads of Terms with Government and confirming the final projects, during which time any ‘shovel ready’ interventions that could be delivered quickly will be identified.

Once these have been agreed in the first quarter of 2021/22, the Council will work with the Town Deal Board and lead partners for projects to



support the development of business cases for each project. The Council will lead on the business case for the High Street Property Intervention project, with others being led by the organisations that proposed the projects. These business cases will be reviewed through an internal, but independent, process, which will be agreed with Government in the Heads of Terms, after which the final summary documents for each project will be submitted to Government at the end of the year. As such, the focus of 2021/22 for the Towns Fund programme will be on developing each project prior to implementation.

**Support the regeneration of Uttoxeter
through the Uttoxeter Masterplan (Target Ref No. CR17, CR18)**

In recognition of the strength of public feeling regarding the regeneration of Uttoxeter, the Council will bring forward the next round of consultation on the key sites identified in the Uttoxeter Masterplan, and commence face to face consultation with residents as soon as is practically achievable. Following the outcome of the consultation, we will look to work with

landowners in Uttoxeter to bring forward regeneration interventions in the town. As part of this, the Council will work with Staffordshire County Council to create a sustainable bus and parking strategy for Uttoxeter, which will address the current and future needs of the town, this will ensure access to Bus services and town centre parking provision are not compromised as the town begins a programme of regeneration and investment.

Support the delivery of affordable housing on brownfield land through the utilisation of S106 commuted sums (Target Ref No. CR19)

The Council's Brownfield and Infill Regeneration Strategy is a key enabler of delivering affordable housing on difficult brownfield sites, utilising ring-fenced funding from Section 106 agreements. Whilst the outcome of the recent Planning White Paper has not been confirmed, the consultation proposed changes to the way in which affordable housing, infrastructure, and obligations are achieved. As such, it will be appropriate to review the existing strategy and consider if there are any proposed changes to

the planning process that should be reflected within it.

Improve the Washlands as a regional attraction (Target Ref No. CR20, CR21)

During 2020/21, the Council took forward the first phase of the Washlands Enhancement Project whilst it worked in partnership with the Environment Agency to support the completion of their Flood Defence project in Burton upon Trent. Whilst the first phase of the enhancement project focused on preparatory work, such as ground investigations and a planning application, the second phase will involve significant on-site works to realise the vision for the Washlands central area. Over 2021/22, the Council will deliver these works with a view to



practically complete the enhancement project by March 2022.

Complementing this project, we will undertake a feasibility study looking at the appropriateness of creating a visitor centre for the Washlands, which will support the enhancement of the area as a regional attraction.

Support economic growth in East Staffordshire (Target Ref No. CR21, CR22, CR23, CR24, CR25, CR26)

To support economic growth in the Borough we will continue some of our existing, strong partnership working, such as with the Worklessness Action Group to delivery job fairs throughout the year, as well as undertake some new initiatives. This year, the Council will look to implement its Small Business Fund to support new and emerging businesses in the Borough.

Particularly with the challenges that the Covid-19 pandemic has presented local businesses with over the last year, we want to ensure that town centre retailers are engaged on a regular basis through 4 engagement events during

2021/22 so that they can be kept updated on the regeneration activities of the Council. We will also look to specifically engage businesses in Uttoxeter to discuss the feasibility of supporting a Business Improvement District in the town, to further drive its prosperity. Similarly, in Burton, the Council will look at commissioning consultative place making support to look at how the town can be marketed in a way that will promote inward investment.

Community & Regulatory Services

Disabled Facilities Grant Review (Target Ref No. EHB16)

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 2021 to monitor delivery process timescales and service costs

and assess where improvements can be made to improve the impact and effectiveness of the service.

Selective Licensing Review & Future Designation (Target Ref No. VFM64, VFM65)

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 of the 3 years of operation. Additional areas that are suitable for expansion of the selective licensing scheme were identified at the end of year 2 and a full and detailed consultation undertaken between January and March 2020, however this was put on hold due to Covid restrictions on 28th March 2020. The current scheme will be reviewed at the end of the fourth year of operation to monitor and evaluate the impacts and outcomes of the scheme and the outcome of the consultation for a future selective licensing designation will be considered for implementation.

Climate Change (Target Ref No. EHB15)

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 that refocuses attention in order to tackle these wide ranging issues. The Environmental Health team will report on all actions identified for 2021/22 as set out in the Climate Change Action Plan alongside developing some staffing resource to drive forward the climate change agenda. This will involve working with and influencing partner organisations in order to effect change across the Borough as a whole.

Partnership working with Trading Standards for Tenant Fees (pulled forward from previous year) (Target Ref No. EHB17)

The introduction of legislation for Tenant Fees provides enforcement powers for Trading Standards and the Environmental Health Team to enforce the prohibition of fees for tenants. The Environmental Health Team will continue to work with Trading Standards on Covid-19

compliance work during 2021/22 and seek to undertake a targeted initiative in partnership with Trading Standards to investigate and enforce compliance with Tenant Fees Legislation should this be feasible.

CCTV Provision (Target Ref No. VFM66, VFM67)

Building on the Scrutiny review in 2020, plans will be implemented for an overall review of the fixed CCTV camera provision across the Borough. This will include an independent survey to establish that both the effectiveness of the cameras and their locations are appropriate. 2021/22 will also see the renewal of the contract to both monitor and maintain the Council's fixed CCTV cameras.

Licensing and Enforcement Activities (Target Ref No. VFM68, VFM69, VFM70, VFM71, VFM72)

During 2020/21 the Licensing Team will undertake a full review of the licensing fees and charges in accordance with the appropriate legislation. This will include all charges relating to Taxi's, Gambling Act premises, Scrap Metal

and sex establishments. It will also be necessary to review the Gambling Act Policy during the year.

Following the introduction of the statutory standards for Taxi's and Private Hire Vehicles during 2020, we will update our Taxi License and Private Hire Policy to reflect these changes and requirements. The review of the Taxi ranks in Burton and Uttoxeter will be completed during the year, confirming which Taxi ranks are to be introduced, maintained and/or removed.

In addition, the Enforcement Team will undertake a review and update of the 'A' board policy. This will involve liaising with the County Council to ensure that both the proposed policy and enforcement powers are aligned to provide appropriate guidance to those retailers etc. who wish to use 'A' boards to promote their businesses.

Community & Civil Enforcement (CCE) (Target Ref No. VFM73, EHB18)

Building on the extensive work CCE officers undertook (and still continue to deliver) during

the Covid-19 pandemic, the team will continue to deliver specific Ward based initiatives focusing on fly-tipping, dog fouling, and littering. The team will also seek to launch digitally based content (embracing digital technology) to reach a wider audience, educating residents on issues relating to the main issues reported i.e. fly tipping, dog fouling, littering etc.

Following the successful introduction of the Parking App across the Council's car parks in 2020/21, the team will seek to provide a first year review of the use of the App and include proposals for any expansion if this proves to be a valid undertaking. Clearly, the Parking App has played an important role in providing users with a 'non-contact' payment option during the Covid-19 pandemic, which has been a positive aspect of the introduction of this technology.

Partnership Working (Target Ref No. CR29, CR30)

'Prevent' seeks to avert the potential for radicalisation within communities. Achieved through a number of methods, 'Prevent' educates, informs and protects against the

possibility of radicalisation and extremism. Using the Prevent Toolkit ESBC will undertake an internal review to ensure processes and procedures are robust enough to satisfactorily address the needs of Prevent.

In order to build relationships and open up communication channels between the Borough Council and our Parish Councils, the Council will consider the introduction of a Parish Council Forum. This consideration will focus on the most appropriate way to open up the links between the two tiers of local government.

Brewhouse and Civic Function Suite (Target Ref No. EHB19, EHB20, EHB21, EHB22)

2021/22 marks the 30th anniversary of the Brewhouse. In recognition of this milestone, a programme of Covid-19 compliant events and

activities will be scheduled throughout the year when appropriate. The campaign will aim to promote community engagement and re-connect with audiences as well as support culture in Burton following the significant and ongoing impact of the Covid-19 pandemic.

The Brewhouse and Civic Function Suite team will seek to deliver a number of Covid-19 compliant outdoor events and associated Arts Development work across the Borough as part of 30th anniversary celebrations and also to help with the re-engagement of audiences. This work will seek to include activities such as ‘street festivals’ and a Public Art Trail as a follow up to the successful Swan project undertaken in 2020, for example.



In response to the impact of Covid-19, the Brewhouse Team trialled a number of digital/online opportunities for residents to access the service. During 2021/22 the team will seek to further develop the digital aspects of the Service. By putting in place technologies, training and operational processes the service will be enabled to further adapt to hosting more online and virtual content and activity.

The Council will bring forward proposals for implementing a new model for the delivery of the Brewhouse, Arts and Town Hall (BATH) service. The new model is expected to be more efficient and effective and will respond to Local and National initiatives such as the Stronger Towns Fund and Arts Council England new Let's Create Strategy for 2020-2030, as well as the longer term impact of the Covid-19 Pandemic.

Performance Targets for 2021/22

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.

Value for Money Council

Corporate Plan Ref Number	Measures	Target 2021/22	Target Date
VFM 01	Successful Delivery of Elections	Successfully Deliver Staffordshire County Council Elections	May 2021
VFM 02	Successful Delivery of Elections	Successfully Deliver PFCC Election as PARO with all constituent authorities submitting returns by 11 May	May 2021
VFM 03	Implementation of Boundary Review Outcomes	Prepare for amended boundaries and complete Polling Place Review	March 2022
VFM 04	Embracing Digital Opportunities	Maintain GeoPlaces Gold Standard in ESBC related categories	March 2022

Corporate Plan Ref Number	Measures	Target 2021/22	Target Date
VFM 05	Embracing Digital Opportunities	Establish a process for reviewing digital services that begins by identifying the intended outcome, designing the process and considering the technology most suitable to deliver that outcome	September 2021
VFM 06	Embracing Digital Opportunities	Implement Phase 1 of the UPRN project	March 2022
VFM 07	Embracing Digital Opportunities	Complete Feasibility Study investigating the possibility of introducing online customer accounts	September 2021
VFM 08	Continue to Develop Effective Communications	Implement Corporate E-Newsletter solution	July 2021
VFM 09	Continue to Develop Effective Communications	Leader's Blog live on the Council Website	May 2021
VFM 10	Continue to Develop Effective Communications	New Targeted Cabinet Video Messaging commences	May 2021

Corporate Plan Ref Number	Measures	Target 2021/22	Target Date
VFM 11	Continue to Develop Effective Communications	Develop New Communications Strategy	December 2021
VFM 12	LGA Peer Review	Work with the LGA to deliver a peer review to another council/s to build up to hosting one in East Staffordshire	March 2022
VFM 13	Improved Resilience Planning	Complete a Review of our Emergency and Business Continuity Planning approach	September 2021
VFM 14	Investigate Cloud Services	Provide report looking at the benefits/issues with Cloud Computing for ESBC	December 2021
VFM 15	ICT Business Support	Continue with strategic support to OWBC – Two update reports	March 2022
VFM 16	ICT Business Support	Complete Desktop refresh	March 2022
VFM 17	Review of Council Committees	Complete a Review of Council Committee Functions	December 2021

Corporate Plan Ref Number	Measures	Target 2021/22	Target Date
VFM 18	Responding to Significant Local Government Finance Changes and Assessing the Impact on the Council's Financial Position	Activities Throughout the Year Reported in Line with the Timed Responses	March 2022
VFM 19	Set the MTFs for 2022/23 onwards	Set Budget for Council Approval	February 2022
VFM 20	Having an approved Statement of Accounts	Submit Statement of Accounts to Audit Committee by the earlier Statutory Deadline	(By the statutory deadline)
VFM 21	Continue to Improve Financial Resilience	Review and Refresh Financial Regulations	March 2022
VFM 22	Continue to Improve Financial Resilience	Review and Refresh Contract Procedure Rules	March 2022
VFM 23	Increasing Staffing Availability Through Reduced Sickness	Short Term Sickness Days Average: To be Agreed Post Outturn	

Corporate Plan Ref Number	Measures	Target 2021/22	Target Date
VFM 24	Maintain Timely Payment of Creditors	Average Time To Pay Creditors: Within 10 days of receipt of invoice	
VFM 25	Maintain Robust Mechanisms for Contract Managing the Leisure Service Arrangements	Report on the performance of the Leisure Operator on a quarterly basis	March 2022
VFM 26	Work with Leisure Operator to Continue to Provide High Quality Sports Facilities	Replace the Artificial Turf Pitch at Shobnall Leisure Complex*	August 2021
VFM 27	Procurement of Grounds Maintenance Contractor	Complete the procurement of the Grounds Maintenance contract	March 2022
VFM 28	Developing Tourism within the Borough	Provide a first year update on the progress of the Tourism Plan including the investigation of options for a showcase event for local tourism businesses in a post Covid-19 environment	November 2021

Corporate Plan Ref Number	Measures	Target 2021/22	Target Date
VFM 29	Improve Awareness of Council Services, Venues and Initiatives	Develop marketing plans for each service area and achieve 85% completion of 21/22 marketing targets	March 2022
VFM 30	Improve Awareness of Council Services, Venues and Initiatives	Deliver a minimum of 5 events to promote East Staffordshire and ESBC services and report performance to councillors each quarter*	March 2022
VFM 31	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	March 2022
VFM 32	Continue to develop SMARTER working practices for Planning	Prepare the 'Assure' Migration Project Plan	June 2021
VFM 33	Continue to develop SMARTER working practices for Planning	Implement new Online Mapping System Improvements	March 2022
VFM 34	Continuing to inform and improve Planning awareness with Members	At least 2 briefings delivered to elected members during the year	March 2022
VFM 35	Continuing to inform and improve Planning awareness with Members	Targeted Planning Committee Briefings - 10 throughout the year	March 2022

Corporate Plan Ref Number	Measures	Target 2021/22	Target Date
VFM 36	Monitor Local Plan Performance	Authority Monitoring Report Prepared	December 2021
VFM 37	Monitor Local Plan Performance	SHLAA completed	September 2021
VFM 38	Monitor Local Plan Performance	Consider review of the Local Plan	October 2021
VFM 39	New and Refreshed Planning Policies	Publish Infrastructure Funding Statement	January 2022
VFM 40	New and Refreshed Planning Policies	S106 Prioritisation Report Approved	August 2021
VFM 41	New and Refreshed Planning Policies	S106 Monitoring Fee Report Approved	August 2021

Corporate Plan Ref Number	Measures	Target 2021/22	Target Date
VFM 42	Continue to Maximise Income Through Effective Collection Processes	Collection Rates of Council Tax: 98% (Previously BVPI 9)	
VFM 43	Continue to Maximise Income Through Effective Collection Processes	Collection Rates of NNDR: 99% (Previously BVPI 10)	
VFM 44	Continue to Maximise Income Through Effective Collection Processes: Reduce Former Years Arrears	Former Years Arrears for Council Tax; To Be Agreed Post Outturn	
VFM 45	Continue to Maximise Income Through Effective Collection Processes: Reduce Former Years Arrears	Former Years Arrears for NNDR; To Be Agreed Post Outturn	
VFM 46	Continue to Maximise Income Through Effective Collection Processes: Reduce Former Years Arrears	Former Years Arrears for Sundry Debts; To Be Agreed Post Outturn	

Corporate Plan Ref Number	Measures	Target 2021/22	Target Date
VFM 47	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	
VFM 48	Maintaining excellent customer access to services with face-to-face and telephony enquiries	Minimum 75% Telephony Team Calls Answered Within 10 Seconds	
VFM 49	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) To Be Agreed Post Outturn	
VFM 50	Working Towards the Reduction of Claimant Error Housing Benefit Overpayments (HBOPs):	% of HBOPs Overpayments Recovered During the Year; % In Year HBOPs Overpayments Recovered During the Year; % of HBOPS Processed and on Payment Arrangement; To Be Agreed Post Outturn	
VFM 51	Implement the new Recovery and Write-Off Policy Changes	Revised Policy changes implemented	April 2021

Corporate Plan Ref Number	Measures	Target 2021/22	Target Date
VFM 52	Review and develop a new Local Council Tax Reduction Scheme	LCTS approved	December 2021
VFM 53	SMARTER Working in RBCC	Report on automation opportunities within RBCC software	December 2021
VFM 54	SMARTER Working in RBCC	Report on Operations of the Council's CSCs	September 2021
VFM 55	Strategic Procurement Activities	Dry Recycling Treatment Procurement concluded Waste Transfer Station Procurement concluded Garden Waste Treatment Procurement concluded	June 2022 February 2022 February 2022
VFM 56	Strategic Procurement Activities	Implementation of new operational fleet	Commencing November 2021

Corporate Plan Ref Number	Measures	Target 2021/22	Target Date
VFM 57	Strategic Procurement Activities	Installation of new electric charging points for electric fleet	TBA post award
VFM 58	Further Development of SMARTER working (Waste Collection)	90% milestones achieved on the revised Project Plan focusing on Shared Service delivery	March 2022
VFM 59	Further Development of SMARTER working (Waste Collection)	Initiate new recycling communication campaign post Scrutiny Review	TBA Post Scrutiny Review
VFM 60	Further Development of SMARTER working (Street Cleaning)	New Street Cleaning Policies	March 2022
VFM 61	Further Development of SMARTER working (Street Cleaning)	90% milestones achieved on the revised Project Plan	March 2022
VFM 62	Respond to Government (Waste) Policy Announcements	Complete responses to Government consultations in line with consultation deadlines	

Corporate Plan Ref Number	Measures	Target 2021/22	Target Date
VFM 63	Delivering Better Services to Support Homelessness	Project to maximise VFM and improve pathways out of supported housing. Project Initiation and approval of approach	Project Initiation by June 2021
VFM 64	Development of the Selective Licensing Scheme	Selective Licensing Fourth Year Review Complete	November 2021
VFM 65	Development of the Selective Licensing Scheme	New Selective Licensing Designation completed	March 2022*
VFM 66	Review of the Council's CCTV Provision	Undertake a review of CCTV provision, including a survey of the existing fixed camera provision	July 2021
VFM 67	Review of the Council's CCTV Provision	Implement new contract for monitoring and maintenance of fixed CCTV cameras	February 2022
VFM 68	Licensing and Enforcement Activities	Undertake a full review of the licensing fees and charges in accordance with the appropriate legislation	December 2021

Corporate Plan Ref Number	Measures	Target 2021/22	Target Date
VFM 69	Licensing and Enforcement Activities	Undertake a review of the Gambling Act Policy	February 2022
VFM 70	Licensing and Enforcement Activities	Update the Taxi License and Private Hire Policy	March 2022
VFM 71	Licensing and Enforcement Activities	Conclude the review of taxi ranks in Burton and Uttoxeter	March 2022
VFM 72	Licensing and Enforcement Activities	Review and update the Councils 'A' board policy	March 2022
VFM 73	Community & Civil Enforcement (CCE)	Complete a first year review of the use of the Parking App and consider proposals for further development	August 2021

Community Regeneration

Corporate Plan Ref Number	Measures	Target 2020/21	Target Date
CR 01	Market Hall Development Initiatives	Use targeted events and campaigns to raise the profile of the Market Hall-complete 6 events and initiatives*	March 2022
CR 02	Market Hall Development Initiatives	Continue to support Market Hall Traders through the post-Covid-19 recovery period and the outcome of the Stronger Towns bid	March 2022
CR 03	Market Hall Development Initiatives	Provide an enhanced 'Christmas offer' to increase footfall to the town centre and Market Place area of Burton upon Trent during this annual peak period*	December 2021
CR 04	Market Hall Development Initiatives	Continue to benchmark Market Hall performance through APSE membership	March 2022
CR 05	Increase Capacity at Stapenhill Cemetery	Progress the Cemetery expansion plans including further groundwork investigations	March 2022
CR 06	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	March 2022

Corporate Plan Ref Number	Measures	Target 2020/21	Target Date
CR 07	Supporting Sports and Leisure Delivery Partners	Support partners in progressing the Uttoxeter Sports Hub aspiration including receipt of six-monthly progress report from partners	March 2022
CR 08	Major Planning Applications Determined Within 13 Weeks	Top Quartile as measured against relevant MHCLG figures	
CR 09	Minor Planning Applications Determined Within 8 Weeks	Top Quartile as measured against relevant MHCLG figures	
CR 10	Other Planning Applications Determined in 8 Weeks	Top Quartile as measured against relevant MHCLG figures	
CR 11	Supporting Neighbourhood Plans	Rolleston Neighbourhood Plan Made	May 2021 (unless Elections are postponed)
CR 12	New and Refreshed Planning Policies	Tourism Technical Guide Finalised	December 2021

Corporate Plan Ref Number	Measures	Target 2020/21	Target Date
CR 13	Deliver transformative regeneration for Burton upon Trent working in partnership with the Burton Towns Fund board	Agree the Heads of Terms with MHCLG for Burton's Towns Fund bid	April 2021
CR 14	Deliver transformative regeneration for Burton upon Trent working in partnership with the Burton Towns Fund board	Submit project confirmations and up to 2 shovel ready proposals to MHCLG	June 2021
CR 15	Deliver transformative regeneration for Burton upon Trent working in partnership with the Burton Towns Fund board	Develop a business case for the High Street Property Intervention project and support strategic partners in developing business cases for the remaining Towns Fund projects	December 2021
CR 16	Deliver transformative regeneration for Burton upon Trent working in partnership with the Burton Towns Fund board	Submit the Summary Documents for all the Burton Towns Fund projects to MHCLG	March 2022
CR 17	Support the regeneration of Uttoxeter through the Uttoxeter Masterplan	Following consultation brought forward, review progress against the implementation of the Uttoxeter Masterplan – explore and bid for monies from the levelling up fund	October 2021

Corporate Plan Ref Number	Measures	Target 2020/21	Target Date
CR 18	Support the regeneration of Uttoxeter through the Uttoxeter Masterplan	Work with Staffordshire County Council to develop a sustainable bus and parking strategy for Uttoxeter	March 2022
CR 19	Support the delivery of affordable housing on brownfield land through the utilisation of S106 commuted sums	Review and update the Brownfield and Infill Regeneration Strategy in line with new Government guidance and policy	March 2022
CR 20	Improve the Washlands as a regional attraction	Undertake a feasibility study to inform the development of a Washlands Visitor Centre	December 2021
CR 21	Improve the Washlands as a regional attraction	Complete the delivery of the Washlands Enhancement Project	March 2022
CR 22	Support economic growth in East Staffordshire	Working with the Worklessness Action Group and local MP, as appropriate, support the delivery of three physical or virtual job fairs	March 2022

Corporate Plan Ref Number	Measures	Target 2020/21	Target Date
CR 23	Support economic growth in East Staffordshire	Administer the Small Business Fund grant scheme to support the growth of small businesses and start-ups	March 2022
CR 24	Support economic growth in East Staffordshire	Hold 4 engagement events with Town Centre retailers	March 2022
CR 25	Support economic growth in East Staffordshire	Consider creating a Business Improvement District in Uttoxeter	March 2022
CR 26	Support economic growth in East Staffordshire	Commission inward investment consultants to drive private investment in Burton	July 2022
CR 27	New and Refreshed Planning Policies	Produce Guidance on achieving Biodiversity net gains through Planning	March 2022
CR 28	New and Refreshed Planning Policies	Draft Local Sustainable Development (Climate Change SPD)	March 2022

Corporate Plan Ref Number	Measures	Target 2020/21	Target Date
CR 29	Partnership Working	Review the Council's internal procedures and training in support of the Prevent Agenda	March 2022
CR 30	Partnership Working	Consider the introduction of a Parish Council Forum/other communication channels	July 2021

Environment and Health & Wellbeing

Corporate Plan Ref Number	Measures	Target 2020/21	Target Date
EHB 01	Open Spaces Initiatives	Achieve a minimum of 2 In Bloom gold awards for our In Bloom entries across the Borough*	September 2021
EHB 02	Open Spaces Initiatives	Provide a first year update report on progress with the Parks Development Plan	December 2021
EHB 03	Open Spaces Initiatives	Enter at least 5 of our parks into the 'It's Your Neighbourhood Awards' scheme and achieve a minimum of Bronze Award*	September 2021
EHB 04	Supporting Sports and Leisure Delivery Partners	Investigate opportunities to establish and enhanced Play Day event in conjunction with Everyone Active*	August 2021
EHB 05	Supporting Sports and Leisure Delivery Partners	Complete a Review of Health & Activity Strategy and Delivery in the Borough	January 2022
EHB 06	Maintain Performance For Street Cleansing	Litter Detritus Graffiti Fly-posting To Be Agreed Post Outturn	

Corporate Plan Ref Number	Measures	Target 2020/21	Target Date
EHB 07	Maintain Performance On Recycling	Household Waste Recycled and Composted: To Be Agreed Post Outturn	
EHB 08	Maintain Performance On Waste Reduction	Residual Household Waste Per Household: To Be Agreed Post Outturn	
EHB 09	Minimise The Number Of Missed Bin Collections	Number Of Missed Bin Collections: Achieve 99.97% successful bin collections across the Borough	March 2022
EHB 10	Housing Strategy Initiatives: Review the Housing Strategy	Strategy review completed	December 2021
EHB 11	Housing Strategy Initiatives: Refresh the Housing Allocations Policy	Approve refreshed Allocations Policy	December 2021
EHB 12	Housing Strategy Initiatives: Proactively reducing the number of empty homes in the borough	Produce two performance reports during the year	March 2022

Corporate Plan Ref Number	Measures	Target 2020/21	Target Date
EHB 13	Delivering Better Services to Support Homelessness	Average time from appointment to initial decision for homeless applicants of 3 days	
EHB 14	Continue to Maximise Utilisation of Self Contained Temporary Accommodation for Homeless Applicants	Maintain 'Key to Key' Void Turnaround to an average of 6 working days	
EHB 15	Climate Change	Provide a 1st year review of progress made on the Climate Change Action Plan	February 2022
EHB 16	Disabled Facilities Grant Review	Complete Annual Review of Disabled Facilities Grant Service	December 2021
EHB 17	Partnership working with Trading Standards	To continue to work with Trading Standards on Covid-19 compliance and undertake a focused initiative on tenant fee compliance*	March 2022

Corporate Plan Ref Number	Measures	Target 2020/21	Target Date
EHB 18	Community & Civil Enforcement (CCE)	Launch digitally based content (embracing digital technology) to reach a wider audience, educating residents on issues relating to the main issues reported i.e. fly tipping, dog fouling, littering	September 2021
EHB 19	Brewhouse and Civic Function Suite	A minimum programme of 8 events and activities will be scheduled throughout the year to mark the 30th anniversary of the Brewhouse*	March 2022*
EHB 20	Brewhouse and Civic Function Suite	A programme of outdoor events and associated Arts Development work will be delivered across the Borough as part of 30th anniversary celebrations including a Public Art Trail*	March 2022*
EHB 21	Brewhouse and Civic Function Suite	Deliver a minimum of 6 online engagement opportunities as part of the digital development of the Brewhouse service	March 2022
EHB 22	Brewhouse and Civic Function Suite	Proposals for implementing a new model for the delivery of the Brewhouse, Arts and Town Hall (BATH) service that responds to Local and National initiatives such as the Stronger Towns Fund and Arts Council England will be delivered	March 2022

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	2021/22 £'000	2022/23 £'000
Value for Money Council	3,946	4,956
Community Regeneration	476	470
Environment, Health & Wellbeing	8,949	8,790
Totals	13,371	14,215

Capital Programme (New Projects):	Expenditure £'000
Council Wide Fleet Replacement	4,152
Electric Charging Infrastructure and ICT Equipment	81
Cemetery Expansion	175

Capital Programme (Existing Projects/ Commitments)	Expenditure £'000
Disabled Facility Grants (estimate)	1,160

There is an existing commitment to repay £3.4m of debt from capital receipts and deliver long term savings to the revenue budget. The balance of this from 2020/21 will be a commitment against 2020/21 resources.

Burton - Stronger Towns Fund and Uttoxeter Master Plan

Burton is one of a number of towns across the Country that has submitted proposals to Government for up to £25m of funding for the regeneration of Burton as part of the Stronger Towns Fund. Subject to feedback from Government, the Council will continue to work with partners to develop and build the necessary business case.

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. Any proposals will be subject to detailed business cases being brought forward and approved at the appropriate time.

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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