Corporate Plan
2023-24

Contents

Introduction

Welcome to the revised 2023/24 edition of East Staffordshire Borough Council's Corporate Plan.

This Plan aims to show our residents, partners and employees the Council's intentions for the year ahead and beyond, setting out how we will work together to support our communities.

In May this year, elections took place which saw the Labour group take control and a new Cabinet appointed. In recognition of these changes, our priorities for the year ahead have been reviewed and revised.

This new edition of the Corporate Plan places a fresh emphasis on helping people facing difficulties with the cost of living, developing a 'greener' borough and tackling 'enviro-crime,' protecting our heritage and supporting our local economy.

We will continue to seek to regenerate the Burton upon Trent High Street site, the Uttoxeter Town Centre, and encourage tourism within the Borough. We will also reshape the UK shared prosperity funding to focus more strongly on community needs.

We will report progress in delivering the targets set out in this plan on a quarterly basis through the year.

Cllr Michael Fitzpatrick, Leader of the Council

Andy O'Brien, Chief Executive

Our Corporate Priorities

This Corporate Plan introduces 5 new Corporate Priorities for East Staffordshire Borough Council.

- **Improving Local Democracy**
- **Creating a prosperous East Staffordshire**
- **Developing a Green New Deal for East Staffordshire**
- **Protecting our heritage**
- **Standing up for our communities**

These are underpinned by a number of objectives and targets for 2023/24 the new Council aims to deliver in order to achieve them, which are detailed later in this Corporate Plan as outlined on pages 17-24. This demonstrates the difference, additionally and democratic mandate following the change from a Conservative Council to a Labour one.

The following pages, 5 to 16, show a blend of carried forward targets where there is little conflict of interest between the Labour and Conservative parties and many new objectives incorporated from the winning Labour group manifesto. For example, it refers to new areas of work for members and officers including ensuring the right to food, backing our taxi drivers, a Green New Deal for East Staffordshire, building a fairer and greener local economy by creating municipal enterprise, improving local democracy, protecting our heritage and standing up for our NHS; as well as furthering other work, such as tackling the cost of living crisis, tackling envirocrime and developing tourism.

Objectives for 2023/24

Communities and Regulatory Services

Tackling the cost of living crisis (PB01, PB02, PB03, GD01)

The Council recognises the impact the current cost of living crisis is having and will take proactive steps to support residents through these challenges. Working with partners we will build on existing support to support and advise local residents by commissioning a new local debt advice service. We will retain and enhance warm spaces and warm banks to provide continued support for residents who need help with energy bills. In addition to this we will undertake a targeted initiative to identify properties where the occupier is in receipt of Council Tax reduction and offer a range of energy efficiency measures, including insulation to reduce fuel poverty.

We will also support the work of local groups around the borough by supplying relevant supplies to food banks when stock runs low.

Ensuring the right to food (SC01, SC02, SC03)

We will work with partners to campaign for universal free school meals for every child in the borough. We will work with voluntary sector and other relevant bodies to introduce community kitchens using existing council facilities. In support of the Right to Food campaign we will seek to adopt the Right to Food Motion at the July 2023 Council meeting.

Tackling Envirocrime (GD02, GD03)

The Council will strengthen its approach to Envirocrime, increasing the levels of action taken against anti-social behaviour. We will increase the deployment of the mobile CCTV cameras to assist in gathering evidence of fly-tipping perpetrators and undertake a 'Tackle the Tippers' campaign.

Improving Air Quality (CRS02)

As part of our legal duty to review and assess local air quality we will review and update our local air quality strategy and action plan to set out how will manage air quality within the

borough. We have two air quality management areas and these will be considered against our air quality measurements and objectives to determine whether they require revoking.

Supporting local communities (CRS03, CRS04, CRS05, CRS06)

In support of creating a prosperous East Staffordshire, we have launched a Community Lottery to provide funding opportunities for the local community and voluntary sector. This new initiative will help to support good causes across the borough and local charities and community groups are invited to sign up to aid their fundraising efforts. We will also launch a community grant scheme to continue to provide a source of funding for local groups and organisations to help enhance local areas. The Councillors Community Fund (CCF) has been relaunched to continue to support community projects at a ward level.

Throughout the year, the Council is notified of events and activities being delivered by a wide range of groups and organisations. If warranted, Council Officers, alongside key partners such as the Police and Fire Service, will advise on the safety measures required for these events to pass off safely. To that end the Council will review its Public Events Safety Advisory Group Policy to ensure it remains fit for purpose.

Backing our Taxi Drivers (SC04)

In recognition of the difficult trading times taxi drivers have endured during the pandemic and cost of living crisis, we will review the licensing policy in consultation with the trade and ensure drivers are supported in the transition to Euro 6 emissions standards.

Housing and Planning – improve homelessness prevention (PB04, CRS07, CRS08, CRS09, CRS10, CRS11)

We will work with relevant partners to improve homelessness prevention and review and consider improvements for night shelter facilities. We will prepare a refreshed Homelessness Strategy which will set out our approach for avoiding homelessness, securing the availability of accommodation and for providing support. We will also continue to ensure the average time from an appointment to an initial homelessness decision is a maximum of three days, as well as maintaining the optimal utilization of our self-contained temporary accommodation for homeless applicants by maintaining an average of six working days to turn around the properties from key to key.

We will consider the next steps for a revised Housing Register and Allocations Service contract and continue work to reduce empty homes in the Borough, supporting enforcement activity when appropriate and report on progress.

Disabled Facilities Grants (CRS12)

In recognition of the importance of Disabled Facilities Grants (DFGs) for adaptations to enable residents to live independently in their own home, we will continue to seek to improve the DFG service, aiming to improve delivery timescales from 'enquiry to completion' by 10% on 22/23 performance.

Environment and Climate Change

A Green New Deal for East Staffordshire (GD04 - GD09, ECC01 - ECC09)

We will continue the important work towards tackling climate change, reviewing progress against the Council's Climate Change and Biodiversity Action Plan and delivering a range of initiatives, including procuring energy audits on key council buildings to maximise performance and identify energy efficiency and generation option to form a heat decarbonisation plan, encouraging businesses to adopt a low waste approach for food and packaging through the delivery of an education programme, and will seek to identify a number of Carbon Capture and biodiversity projects across the Borough.

We will promote new green technologies, and in support of this we will investigate and identify the best locations for EV off street charging points.

We will also look to promote increased use of public transport around the Borough and work with local cycle firms to provide affordable bike rental for visitors and residents.

In addition to this we will work with partners to introduce the Passivhaus housing development standard (which will keep heat loss in new homes to a minimum).

We will continue to build on the success of the *In Bloom* programme to help our borough look at its best and gain the recognition it deserves, aiming to maintain or better previous awards

whilst also supporting an additional entry to the '*It's Your Neighbourhood*' park awards scheme.

We will undertake an assessment of the Council's tree stock to determine the future impact of environmental factors such as Climate Change and 'Ash Die Back' disease. To further 'green' the urban areas of the borough we will look for opportunities to use vertical and rooftop spaces to plant new gardens and create a network of community orchards and wildlife corridors.

Tackling Envirocrime (GD10, GD11)

We will go further than originally intended in the March 2023 Corporate Plan to help reduce the impact of 'enviro-crime'. We will introduce a mobile fly-tipping removal vehicle to ensure fly-tipping is removed as quickly as possible and disposed of in an environmentally friendly way.

Open Spaces initiatives (ECC10-ECC12)

The ongoing development of our parks will continue to be a focus for the Council and a third year review of the Parks Development Plan will be provided during the year, with a view to reviewing wildflower planting.

The Horticultural 'Greenhouse' Centre in Burton and the 'Go Garden' in Uttoxeter play a central role in supporting the work of the Council. Moving forward we will seek to develop these projects to ensure they continue to provide the necessary support to the *In Bloom* campaigns, as well as supporting volunteering opportunities, social prescribing and work experience provision which are all so valuable to our communities.

The performance of the Council's Grounds Maintenance contractor is a key issue across all wards within the Borough. We will continue to review six monthly reports to monitor this key contract whilst we also consider other options for the future delivery of this service.

Waste Management and Street Cleansing (ECC13-22)

As the number of houses within the Borough continues to grow, we need to adjust routes utilising data-modelling and ensure we have appropriate refuse vehicles to complete our

rounds efficiently so we can continue to achieve 99.97% successful bin collections. As the national Government has indicated that weekly food waste collections are expected to commence in 2024, we will also consider the implementation of a Food Waste Strategy, reporting to Cabinet on new round configuration and procurement requirements for new waste management vehicles.

We will also prepare a depot strategy to consider future options for this important hub for both waste management and street cleaning.

As a key member of the Staffordshire Waste Management Joint Committee we also work hard to increase the percentage of household waste recycled and composted whilst reducing the amounts of residual waste generated.

In support of our green aspirations we will trial a green vehicle on a collection round and prepare an options report on the renewal of our smaller mechanical street cleaning vehicles. We will ensure we continue to maintain our excellent street cleansing with litter and detritus as well as graffiti and fly-posting removals.

Car parking (ECC23)

A full review of the Council's car park provision was last undertaken in 2017. With the impact of the covid-19 pandemic, the introduction of a parking app, and the longstanding 'Free after Three' scheme, we will complete a full review of car parks, also considering parking space requirements, regulation and ongoing payment considerations.

Tourism and Cultural Development

Building a Fairer and Greener Local Economy by creating a municipal enterprise (PB05)

We will produce options for a community wealth-building model to create a municipally (council and public) owned energy firm, suitable for a district authority.

Protecting our heritage (PH01-PH03, TDC01)

We will consider the outcome of the independent HM Treasury Green Book compliant business case assessment on future options for the Market Hall and consider looking to create a model of co-operative ownership of Burton Market Hall with local market traders and businesses managing the promotion and attraction of new businesses and events at the venue.

We will work with the National Brewery Trust to contact owners of all former National Brewery Centre artefacts to discuss their return to Burton, and create a timeline and plan to ensure historical archives from the closed NBC are re-housed, pending a permanent home, and preserved for future generations.

Developing tourism within the Borough (TDC02-TDC05)

To help encourage tourism to the borough, we will develop a Tourism Framework and Strategic Plan and deliver a range of tourism events through the year whilst baselining footfall as well as working with local transport hubs to promote the borough. We will also complete a review of way marking around Burton Town Centre.

The Tourism team will design and deliver a Tourism framework and strategic plan that will also include 'flagship' events including our In Bloom offer and the Christmas period and baseline footfall.

A new grant scheme aimed at supporting Tourism business and/or events will also be delivered. This funding will provide local organisations with the opportunity to apply for funding to support their work and the growth of Tourism in the Borough.

We will also conduct a review of way marking around Burton town centre to determine the current position on number, type and relevance of signage to places of interest.

Brewhouse and Arts Service (TCD06-TCD09)

The Brewhouse and Arts teams will aim to deliver 6 outdoor events, including street theatre and performances in our parks, which will build on the experiences of the last few years, with the success of the Brewhouse on Tour programme and the Roundabout theatre.

During spring and summer of 2023, the Brewhouse team will work with Future Yard; an award winning Community Interest Company based in Birkenhead pioneering music-led grassroots regeneration, to develop a project aimed at shaping a new music-led narrative for Burton. The work will support the Council to develop a 'stimulate' pilot project that will result in a succinct series of live music events taking place in Burton, across a mix of spaces, shaped & delivered by local people.

On a practical level capital works will be undertaken to complete the repair and improve the condition of the Brewhouse roof. We will also continue to redevelop the Council's corporate website and develop a new, revised website for the Brewhouse, Arts and Civic Function Suite.

Sport and Leisure (TCD10-TCD15)

We will review outdoor sports provision in Uttoxeter, including the proposed Sports Hub and other potential outdoor sport sites.

A key element in developing an understanding of future sports facility needs, is the undertaking of some investigatory work. Work will be undertaken in the delivery of an Outdoor Playing Pitch Strategy, covering outdoor sports. In addition, work on reviewing our indoor facilities will also be undertaken during the year, which will consider the provision of indoor facilities such as sports halls and swimming pools.

The Council will continue to work closely with its Leisure Operator, Everyone Active. The Council will monitor the contract and will continue to report on this on a quarterly basis through the Leisure Services Partnership Board and the relevant Council committees, including aspects relating to contract performance and the delivery of health and activity based outcomes.

Building on the successes of the previous National Play Days, and the local event held in August 2022, the Council will investigate opportunities to further develop this experience in partnership with Everyone Active. Play is an important part of a child's development and expanding this event would bring even more opportunities for local children to engage in activity.

Through 2023/24, the Council will continue to provide a key role in facilitating the work at the *Better Health Staffordshire* project at a local level. This project aims to create a system network where partners and communities work collectively over the long term, to develop, implement and evaluate a shared vision and actions which tackle the causes of obesity and promote a healthy weight and an active lifestyle.

The Council has, for a number of years provided grant funding to local sports teams, clubs and organisations through the East Staffordshire Sports Council (ESSC). During 2023/24 a review of funding for the ESSC will be undertaken to ensure that the grant funding is appropriate for current needs.

Building a Fairer Local Economy (PB06)

We will produce a route map to insourcing council services that are currently outsourced, and incentivise existing providers to recruit new staff/apprentices.

Regeneration and Development

Protecting our heritage (PH04, RAD01-RAD03)

We will launch the new temporary National Archive Centre and Regeneration Update Hub, and continue to work with key partners such as the National Brewery Heritage Trust and the Heritage Working Group to develop the proposal for the new National Museum of Brewing, which will be reviewed by the Council later in the year. This proposal will complement the existing Heritage Centre project, which is already funded by the Burton Towns Fund programme.

With the Towns Fund Board, we will review and adapt the High Street Linkages project as appropriate, whilst working with partners to support the delivery of the three partner Towns Fund projects: Improvement of the Trent and Mersey Canal Towpath, Cycle Network Enhancements and Burton & South Derbyshire College Specialist Education Offer.

The Washlands (RAD04- RAD07)

Following the approval of additional funding for the Washlands Enhancement Project, a tender exercise has been advancing and we will soon be in a position to appoint contractors to undertake the work. This work will see a transformed riverside area adjacent to High Street, with new boardwalks, water swales, play equipment, wildflower meadows and more.

Alongside this, we will work with partners to submit a planning application for the new Washlands Visitor Centre and Water Tower viewing platform which, if approved, would commence construction work towards the end of 2023/24. This will be a unique opportunity to celebrate the Washlands as an environmental and educational asset, whilst also creating a new visitor attraction that will help tourists experience what the Washlands has to offer.

Complementing the work on the Washlands project, we will finalise design plans for the Garden of Remembrance, which will involve proposals for replacing the paving, installing new and improved lighting, replacing furniture and reviewing the management of trees in the area.

Regeneration in Uttoxeter (RAD08-RAD10)

The Council will review and consider the findings of the Maltings Regeneration Project consultation which was undertaken earlier in the year, and use this to inform a review of existing proposals to regenerate the Maltings area. Alongside this, the Council will progress the purchase of the former Co-op building and will consider the best approach to acquiring the remainder of the Maltings precinct in order to enable the regeneration of the whole site.

Housing and Planning (PB07)

We will review and consider improvements for making Section 106 funding process more open and transparent, via the ESBC website and Member Intranet; and consider policy changes to ESBC's s106 approach.

Support economic growth (RAD11, PB08, PB09, RAD12)

We will launch and deliver a business grant programme to support new and existing small businesses looking to grow and develop.

At the July 2023 Council meeting we will reshape the UK shared prosperity funding to focus more strongly on community needs and approve the detail of UKSPF funding programmes.

The Council will continue to work in preparation of accessing external funding opportunities available throughout the year, including a bid for the third round of the Government's Levelling Up Fund.

Improve local democracy and consultation (ID01)

We will hold regular engagement events with businesses throughout the year to promote opportunities, discuss council initiatives and listen to concerns.

Planning Services (RAD13-18)

The Council will continue to deliver excellent services and maintain top quartile performance against key indicators, review planning feedback survey data and consider the reintroduction of planning pre-application advice. We will also keep our Elected Members updated of new Planning legislation, our Planning Enforcement activities and local and national developments through a series of targeted briefings.

Local Plan (RAD19)

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 and performance against the Five Year Housing Land Supply position.

Finance and Treasury Management

Supporting Residents through the Cost of Living crisis (FTM01, FTM02)

We will carry out a thorough review of the Council's Council Tax Reduction Scheme to see if there are opportunities to provide more benefits to our most in need residents, whilst ensuring the scheme is still robust. We will also ensure we continue to process benefit claims as quickly and accurately as possible.

Financial stewardship (FTM04-FTM08)

We will continue to improve financial management within the Council. Financial briefings will be provided to newly elected councillors to ensure the financial situation and our strategies are effectively communicated and understood. Given the volatile and unpredictable economic

environment we will review the Capital and Treasury Management Strategy and ensure the overall Medium Term Financial Strategy is set for 2024/25.

We will continue to aim to maximise the Council's income through collection rates reducing former years' arrears and continuing to increase the collection of overpaid Housing Benefit.

Leader

Improve local democracy and consultation (ID02-ID06, LDR01)

We aim to make decision making more visible and will host regular Question and Answer sessions with Cabinet Members using both online and in-person community forums, livestream council meetings to allow more residents to view decisions as they happen to increase accountability, introduce public participation at scrutiny committee meetings, and revoke the December 2022 Council Constitution changes to remove the restrictions on speaking time and the tabling of motions. We will carry out a review of the Communications, Engagement and Consultation Strategy and Communications Toolkit to reflect new consultation and engagement approaches and consider how we can improve the Council's existing communications, including the website and social media, to enable residents to better access information about the council. We will also create a Citizens Assembly to allow local people to suggest ideas for change in their communities.

To improve engagement with local businesses we will introduce a regular online newsletter for businesses.

Building a Fairer Local Economy (PB10, LDR02)

We will work with partners to create a fair employment charter to demonstrate our commitment to being a good employer and the standards we expect from other businesses.

We will complete a whole Council Spend Analysis to look at where our money is spent and consider further improvements to the Council's procurement approach to maximise opportunities for local suppliers to do business with the Council.

Protecting our Heritage (PH05)

We will upgrade the Market Hall working group to a scrutiny group, which will receive 6-monthly reports on progress regarding the venue.

Standing up for our NHS (SC05)

We have created a scrutiny committee dedicated to focusing on health and wellbeing and will work within our capabilities to protect NHS services within the borough.

Refresh Member Training (LDR07)

Following on from the induction of freshly elected members in May, we will review the Member Induction Programme to ensure it provides a suitable introduction to ESBC.

Increasing Staffing Availability (LDR03)

The Council will continue to monitor staffing availability through ongoing and detailed analysis of short term sickness absence.

Improving payment of creditors (LDR04)

To support the prompt payment of suppliers and help ensure smooth transactions, we will aim to improve purchase order transactions. This will be supported in Q4 2023/24 with an Internal Audit review.
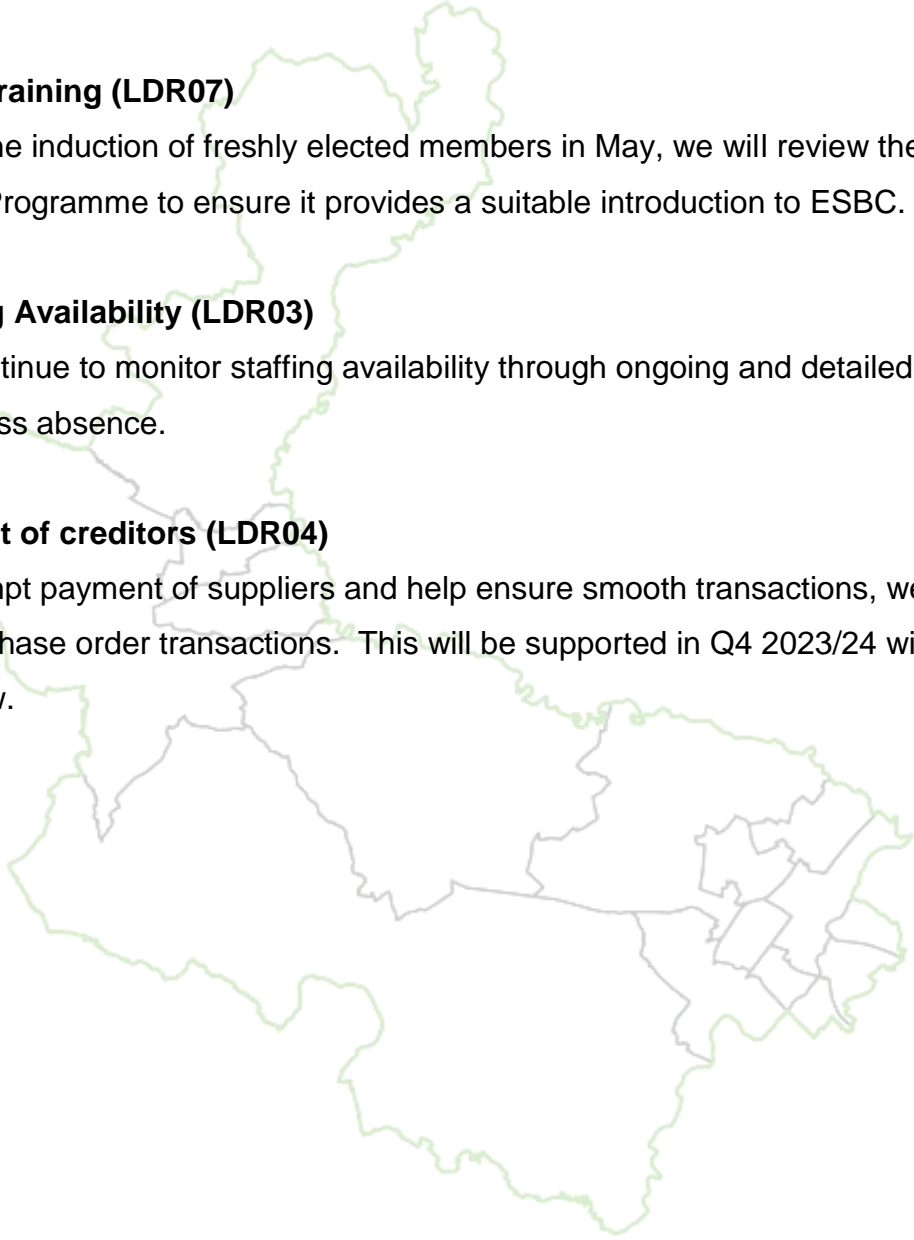
Performance Targets for 2023/24

The following performance tables set out the targets for 2023/24. Targets which directly relate to the new Corporate Priorities are presented first (by Cabinet Member portfolio), with the remaining targets arranged by Cabinet Member portfolio.

Improving Local Democracy (ID)

Reference no.	Objective	Target 2023-24	Target Date	Cabinet Portfolio
ID01	Improve local democracy and consultation	Hold regular engagement events with businesses throughout the year	March 2024	Regeneration and Development
ID02	Improve local democracy and consultation	Hold Question & Answer sessions with Cabinet Members using online and in-person community forums on ad hoc basis	September 2023	Leader
ID03	Improve local democracy and consultation	Livestream Council meetings	September 2023	Leader
ID04	Improve local democracy and consultation	Revoke Council Constitution changes from December 2022 and introduce public participation at scrutiny committees	July 2023	Leader
ID05	Improve local democracy and consultation	Carry out a review of the Communications, Engagement and Consultation Strategy to improve existing council communications work	October 2023	Leader

Reference no.	Objective	Target 2023-24	Target Date	Cabinet Portfolio
ID06	Improve local democracy and consultation	Introduce Citizens Assembly	March 2024	Leader

Creating a prosperous East Staffordshire (PB[1])

Reference no.	Objective	Target 2023-24	Target Date	Cabinet Portfolio
PB01	Tackling the cost of living crisis	With partners, support and advise local residents by commissioning a new local debt advice service	From October	Communities and Regulatory Services
PB02	Tackling the cost of living crisis	Retain and enhance warm spaces and warm banks to provide continued support for residents who need help with energy bills	March 2024	Communities and Regulatory Services
PB03	Tackling the cost of living crisis	Support the work of local groups around the borough by supplying relevant supplies to food banks when stock runs low	All year to March 2024	Communities and Regulatory Services

[1] PB = Prosperous Borough

Reference no.	Objective	Target 2023-24	Target Date	Cabinet Portfolio
PB04	Housing and Planning – improve homelessness prevention	Review and consider improvements for night shelter facilities	September 2023	Communities and Regulatory Services
PB05	Building a Fairer and Greener Local Economy by creating municipal enterprise	Produce options for a community wealth-building model to create a municipally (council and public) owned energy firm, suitable for a district authority	March 2024	Tourism and Cultural Development
PB06	Building a Fairer Local Economy	Produce a route map to insourcing council services that are currently outsourced; and incentivise existing providers to recruit new staff/apprentices	October 2023	Tourism and Cultural Development
PB07	Housing and Planning	Review and consider improvements for making Section 106 funding process more open and transparent, via the ESBC website and Member Intranet; and consider policy changes to ESBC's s106 approach	December 2023	Regeneration and Development
PB08	Standing up for communities	Reshape the UK shared prosperity funding to focus more strongly on community needs	July 2023	Regeneration and Development
PB09	Standing up for communities	Approve the detail of UKSPF funding programmes	September 2023	Regeneration and Development

Reference no.	Objective	Target 2023-24	Target Date	Cabinet Portfolio
PB10	Building a Fairer Local Economy	Work with partners to create a fair employment charter	October 2023	Leader

Developing a Green New Deal for East Staffordshire (GD)

Reference no.	Objective	Target 2023-24	Target Date	Cabinet Portfolio
GD01	Tackling the cost of living crisis	Identify 150 properties with an EPC of D or below where the occupant is on Council tax reduction to offer a range of energy efficiency measures, including insulation, to reduce fuel poverty	March 2024	Communities and Regulatory Services
GD02	Tackling Envirocrime	Increase levels of action taken against anti-social behaviour by reviewing the performance of mobile CCTV provision and seeking to achieve a 20% increase in the number of deployments (from 22)	Review of progress December 2023	Communities and Regulatory Services
GD03	Tackling Envirocrime	Increase levels of action taken against anti-social behaviour through undertaking 4 initiatives to address fly tipping under the 'Tackle the Tippers' campaign	Review of progress December 2023	Communities and Regulatory Services

Reference no.	Objective	Target 2023-24	Target Date	Cabinet Portfolio
GD04	A Green New Deal for East Staffordshire	Promote new green technologies in the borough	Review of progress December 2023	Environment and Climate Change
GD05	A Green New Deal for East Staffordshire	Promote increased use of public transport	Review of progress December 2023	Environment and Climate Change
GD06	A Green New Deal for East Staffordshire	Work with local cycle firms to provide affordable bike rental for visitors and residents	Review of progress December 2023	Environment and Climate Change
GD07	A Green New Deal for East Staffordshire	Work with partners to introduce the Passivhaus housing development standard (which will keep heat loss in new homes to a minimum)	Review of progress December 2023	Environment and Climate Change
GD08	A Green New Deal for East Staffordshire	Find opportunities to use vertical and rooftop spaces to plant new gardens	Review of progress December 2023	Environment and Climate Change
GD09	A Green New Deal for East Staffordshire	Find opportunities and create a network of community orchards and wildlife corridors	Review of progress December 2023	Environment and Climate Change

Reference no.	Objective	Target 2023-24	Target Date	Cabinet Portfolio
GD10	Tackling Envirocrime	Introduce mobile fly-tipping removal vehicle	Review of progress December 2023	Environment and Climate Change
GD11	Tackling Envirocrime	Ensure fly-tipping* is removed as quickly as possible (within 5 days of receipt of notice from CCE team) and disposed of in an environmentally friendly way *Target refers to fly-tipping within the public realm	Review of progress December 2023	Environment and Climate Change

Protecting our heritage (PH)

Reference no.	Objective	Target 2023-24	Target Date	Cabinet Portfolio
PH01	Protecting our Heritage	Consider creating a model of co-operative ownership of Burton Market Hall, with six monthly reporting	March 2024	Tourism and Cultural Development
PH02	Protecting our Heritage	With the National Brewery Trust, create a timeline and plan to ensure historical archives from the closed NBC are re-housed in the future development	July 2023	Tourism and Cultural Development

Reference no.	Objective	Target 2023-24	Target Date	Cabinet Portfolio
PH03	Protecting our Heritage	With the National Brewery Trust, contact owners of all former NBC artefacts to discuss their return to the future development	July 2023	Tourism and Cultural Development
PH04	Protecting our Heritage	With the Towns Fund Board, review and adapt High Street linkages project as appropriate	September 2023	Regeneration and Development
PH05	Protecting our Heritage	Upgrade the Market Hall working group to a scrutiny committee	May Full Council meeting 2023	Leader

Standing up for our communities (SC)

Reference no.	Objective	Target 2023-24	Target Date	Cabinet Portfolio
SC01	Ensuring the right to food	Work with partners to campaign for universal school meals by adopting and publicising a council motion	September Council meeting	Communities and Regulatory Services

Reference no.	Objective	Target 2023-24	Target Date	Cabinet Portfolio
SC02	Ensuring the right to food	Introduce community kitchens in existing council facilities	March 2024	Communities and Regulatory Services
SC03	Ensuring the right to food	Adopt and publicise the Right to Food motion at Full Council meeting	July 2023	Communities and Regulatory Services
SC04	Backing our Taxi Drivers	Review Licensing policy with the trade and ensure drivers are supported in the transition to Euro 6 emission standards	September 2023	Communities and Regulatory Services
SC05	Standing up for our NHS	Create a sole focus for health scrutiny in a single scrutiny committee	May 2023	Leader

Community and Regulatory Services (CRS)

Reference no.	Objective	Target 2023-24	Target Date	Cabinet Portfolio
CRS01	Licensing and Enforcement Activities- CCTV	Complete roll out/ installation of fixed CCTV cameras	July 2023	Communities and Regulatory Services
CRS02	Improving Air Quality	Review and update the air quality strategy and action plan	March 2024	Communities and Regulatory Services
CRS03	Supporting our Communities	Commence a Community Lottery providing funding opportunities for the local community and voluntary sector	July 2023	Communities and Regulatory Services
CRS04	Supporting our Communities	Deliver a community grant scheme to help enhance local areas	March 2024	Communities and Regulatory Services
CRS05	Supporting our Communities	Relaunch the Councillors Community Fund	June 2023	Communities and Regulatory Services
CRS06	Supporting our Communities	Undertake a review of the Public Events Safety Advisory Group procedures and update as required	September 2023	Communities and Regulatory Services

Reference no.	Objective	Target 2023-24	Target Date	Cabinet Portfolio
CRS07	Delivering Better Services to Support Homelessness	Approve Refreshed Homelessness Strategy	December 2023	Communities and Regulatory Services
CRS08	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 2023	Communities and Regulatory Services
CRS09	Housing Strategy Initiatives: Update on Improvements to the Housing Register	Performance report identifying the reduction in empty homes	February 2024	Communities and Regulatory Services
CRS10	Delivering Better Services to Support Homelessness	Average time from appointment to initial decision for homeless applicants of 3 days	Annual	Communities and Regulatory Services
CRS11	Delivering Better Services to Support Homelessness	Maintain 'Key to Key' Void Turnaround to an average of 6 working days	Annual	Communities and Regulatory Services
CRS12	Disabled Facilities Grants	Improve service delivery timescales from 'enquiry to completion' by 10% on 22/23 performance	Annual	Communities and Regulatory Services

Environment and Climate Change (ECC)

Reference no.	Objective	Target 2023-24	Target Date	Cabinet Portfolio
ECC01	Climate Change Initiatives	Deliver a third year review of the Council's Climate Change and Biodiversity Action Plan including delivery against the plan	August 2023	Environment and Climate Change
ECC02	Climate Change Initiatives	Procure energy audits on key council buildings to maximise performance and identify energy efficiency and generation option to form a heat decarbonisation plan	March 2024	Environment and Climate Change
ECC03	Climate Change Initiatives	Encourage businesses to adopt a low waste approach for food and packaging through the delivery of an education programme	Ongoing by March 2024	Environment and Climate Change
ECC04	Climate Change Initiatives	Work in partnership with external organisations to develop 4 Carbon Capture and Biodiversity areas across the Borough	March 2024	Environment and Climate Change
ECC05	Climate Change Initiatives	Investigate and identify the best locations for delivering EV off street charging points. Minimum of 4 to be identified	November 2023	Environment and Climate Change
ECC06	Climate Change Initiatives	Deliver Borough wide entries for the 'It's Your Neighbourhood Park' awards and maintain the results at 12 Gold Awards and 10 Silver Gilts	September 2023	Environment and Climate Change

Reference no.	Objective	Target 2023-24	Target Date	Cabinet Portfolio
ECC07	Climate Change Initiatives	Support an additional entry to the 'It's Your Neighbourhood Park awards scheme during 2023/24	September 2023	Environment and Climate Change
ECC08	Climate Change Initiatives	Deliver the In Bloom awards and sustain the number of Gold awards at a minimum of 3, across all categories	October 2023	Environment and Climate Change
ECC09	Climate Change Initiatives	Undertake an assessment of the Borough's tree stock to determine the future impact of environmental factors such as Climate Change and 'Ash die' back	December 2023	Environment and Climate Change
ECC10	Open Spaces initiatives	Provide a third year update on the Parks Development Plan, with a view to reviewing wildflower planting	March 2024	Environment and Climate Change
ECC11	Open Spaces initiatives	Increase the number of volunteering opportunities from 3 to 6 per week at both the Horticulture Centre and/or Go Garden	March 2024	Environment and Climate Change
ECC12	Open Spaces initiatives	Provide a 6 monthly update report on the performance of the grounds maintenance contractor	July 2023 / March 2024	Environment and Climate Change

Reference no.	Objective	Target 2023-24	Target Date	Cabinet Portfolio
ECC13	Maintain Performance For Street Cleansing	Litter, 0% (using NI195 survey methodology) Detritus, 0% (using NI195 survey methodology) Graffiti, 0% (using NI195 survey methodology) Fly-posting, 0% (using NI195 survey methodology)	Annual	Environment and Climate Change
ECC14	Minimise The Number Of Missed Bin Collections	Number Of Missed Bin Collections: Achieve 99.97% successful bin collections across the Borough	Annual	Environment and Climate Change
ECC15	Getting ready for the future	Go live with the data-modelling of the waste management round configuration	July 2023	Environment and Climate Change
ECC16	Getting ready for the future	Report to Cabinet on the new round configuration and procurement requirements of the new waste management vehicles	September 2023	Environment and Climate Change
ECC17	Maintain Performance On Recycling	Consider implementation of Food Waste strategy	October 2023	Environment and Climate Change

Reference no.	Objective	Target 2023-24	Target Date	Cabinet Portfolio
ECC18	Getting ready for the future	Prepare a Depot Strategy to identify options to future proof the service	November 2023	Environment and Climate Change
ECC19	Improve Performance On Waste Reduction	Residual Household Waste Per Household: Upper Quartile	Annual	Environment and Climate Change
ECC20	Maintain Performance On Recycling	Household Waste Recycled and Composted: Upper Quartile	Annual	Environment and Climate Change
ECC21	Getting ready for the future	Carry out Green Vehicle Trial on collection rounds	March 2024	Environment and Climate Change
ECC22	Getting ready for the future	Options review on the approach for the Council's fleet of small mechanical street cleaning vehicles	March 2024	Environment and Climate Change
ECC23	Review of Car Parking Services	Undertake a wide ranging review of the current car parking arrangements, including but not limited to; the Parking App, the charging regime and enforcement	October 2023	Environment and Climate Change

Tourism and Cultural Development (TCD)

Reference no.	Objective	Target 2023-24	Target Date	Cabinet Portfolio
TCD01	Market Hall Development	Consider the outcome of an independent HM Treasury Green Book compliant business case assessment on future options for the Market Hall	September 2023	Tourism and Cultural Development
TCD02	Developing Tourism within the Borough	Launch a grant scheme to support local Tourism businesses to develop projects and activity	June 2023	Tourism and Cultural Development
TCD03	Developing Tourism within the Borough	Develop a Tourism framework and Strategic Plan	October 2023	Tourism and Cultural Development
TCD04	Developing Tourism within the Borough	Deliver and baseline footfall for a range of tourism events throughout the year	March 2024	Tourism and Cultural Development
TCD05	Developing Tourism within the Borough	Complete review of way marking around Burton town centre	March 2024	Tourism and Cultural Development
TCD06	Brewhouse and Town Hall Service	As part of a project aimed at shaping a new music-led narrative for Burton we will, deliver 6 pop-up live events and 2 workshops	November 2023	Tourism and Cultural Development

Reference no.	Objective	Target 2023-24	Target Date	Cabinet Portfolio
TCD07	Brewhouse and Town Hall Service	Deliver 6 outdoor events, including activity such as street theatre and performances in our parks	March 2024	Tourism and Cultural Development
TCD08	Brewhouse and Town Hall Service	Complete the refurbishment of the Brewhouse roof	December 2023	Tourism and Cultural Development
TCD09	Improve awareness of Council Services, venues and initiatives	Continue to redevelop Council's corporate website and develop a new, revised website for the Brewhouse, Arts and Civic Function Suite	December 2023	Tourism and Cultural Development
TCD10	Supporting Sport and Leisure Delivery	Review outdoor sports provision in Uttoxeter, including the proposed Sports Hub and other potential outdoor sports sites	March 2024	Tourism and Cultural Development
TCD11	Supporting Sport and Leisure Delivery	Updated Playing Pitch Strategy and review of indoor facilities completed	March 2024	Tourism and Cultural Development
TCD12	Maintain Robust Mechanisms for Contract Managing the Leisure Service Arrangements	Report on the performance of the Leisure Operator on a quarterly basis	March 2024	Tourism and Cultural Development

Reference no.	Objective	Target 2023-24	Target Date	Cabinet Portfolio
TCD13	Supporting Sport and Leisure Delivery	Work with our Leisure Operator to deliver an enhanced play day experience during summer 2023, providing free access for our local communities.	August 2023	Tourism and Cultural Development
TCD14	Developing Healthy Lifestyles	Support the Better Health programme into the delivery phase and represent East Staffordshire through quarterly meetings	March 2024	Tourism and Cultural Development
TCD15	Supporting Sport and Leisure Delivery	Undertake a review of the grant funding process that currently takes place through the East Staffordshire Sports Council	September 2023	Tourism and Cultural Development

Regeneration and Development (RAD)

Reference no.	Objective	Target 2023-24	Target Date	Cabinet Portfolio
RAD01	Deliver the Burton upon Trent High Street Regeneration Project	Launch the temporary National Archive Centre and Regeneration Update Hub following completion of works and relocation of the collection	September 2023	Regeneration and Development
RAD02	Deliver the Burton upon Trent High Street Regeneration Project	Continue to work in partnership with the Heritage Working Group and other stakeholders to develop the museum and heritage centre proposals for the High Street	March 2024	Regeneration and Development

Reference no.	Objective	Target 2023-24	Target Date	Cabinet Portfolio
RAD03	Deliver the Burton upon Trent High Street Regeneration Project	Work with partners to support the delivery of the three partner Towns Fund projects	March 2024	Regeneration and Development
RAD04	Improve the Washlands as a regional attraction	Appoint contractors to deliver Washlands Enhancement Project	September 2023	Regeneration and Development
RAD05	Improve the Washlands as a regional attraction	Submit planning application for a Washlands Visitor Centre	August 2023	Regeneration and Development
RAD06	Improve the Washlands as a regional attraction	Commence the construction of the Washlands Visitor Centre (subject to planning)	February 2024	Regeneration and Development
RAD07	Improve the Washlands as a regional attraction	Finalise designs for the Garden of Remembrance enhancements	July 2023	Regeneration and Development
RAD08	Take forward regeneration in Uttoxeter	Consider findings of the Maltings regeneration project consultation	June 2023	Regeneration and Development

Reference no.	Objective	Target 2023-24	Target Date	Cabinet Portfolio
RAD09	Take forward regeneration in Uttoxeter	Agree purchase of Uttoxeter former Co-op building	July 2023	Regeneration and Development
RAD10	Take forward regeneration in Uttoxeter	Consider the best approach to acquiring the remainder of the Maltings precinct and review regeneration proposals for Uttoxeter	September 2023	Regeneration and Development
RAD11	Support economic growth in East Staffordshire	Launch and administer a business grant programme	March 2024	Regeneration and Development
RAD12	Support economic growth in East Staffordshire	Continue to work in preparation of accessing external funding opportunities, when available, including the third round of the Levelling Up Fund	March 2024	Regeneration and Development
RAD13	Major Planning Applications Determined Within 13 Weeks	Top Quartile as measured against relevant DLUHC figures	Quarterly	Regeneration and Development
RAD14	Minor Planning Applications Determined Within 8 Weeks	Top Quartile as measured against relevant DLUHC figures	Quarterly	Regeneration and Development

Reference no.	Objective	Target 2023-24	Target Date	Cabinet Portfolio
RAD15	Other Planning Applications Determined in 8 Weeks	Top Quartile as measured against relevant MHCLG figures	Quarterly	Regeneration and Development
RAD16	SMARTER Planning Services	Review Planning feedback survey data	June 2023	Regeneration and Development
RAD17	SMARTER Planning Services	Consider reintroduction of planning pre application advice	November 2023	Regeneration and Development
RAD18	Keeping Members informed on Planning Matters	9 x Planning Committee Member training sessions And 2 x All Member briefing sessions	March 2024	Regeneration and Development
RAD19	Monitor Performance of the Local Plan	Complete the annual review of the Local Plan	October 2023	Regeneration and Development

Finance and Treasury Management (FTM)

Reference no.	Objective	Target 2023-24	Target Date	Cabinet Portfolio
FTM01	**Delivering Better Services to Support the Cost of Living Crisis**	**Conduct a review of Local Council Tax Reduction Scheme**	**December 2023**	**Finance and Treasury Management**
FTM02	**Delivering Better Services to Support the Cost of Living Crisis**	**Time Taken to Process Benefit New Claims and Change Events (Previously NI 181)** **Average time: 4.5 days**	**March 2024**	**Finance and Treasury Management**
FTM03	**Continue to Maximise Income Through Effective Collection Processes**	**Former Years Arrears for:** **Council Tax: 2,500,000** **NNDR: 1,500,000** **Sundry Debts: £80,000**	**March 2024**	**Finance and Treasury Management**
FTM04	**Working Towards the Reduction of Claimant Error Housing Benefit Overpayments (HBOPs)**	**% HBOPs recovered During the Year: 90%** **% of HBOPS Processed and on Payment Arrangement: 90%** **In Year HBOPs Recovered During the Year: 50%**	**March 2024**	**Finance and Treasury Management**

FTM05	**Continue to Maximise Income Through Effective Collection Processes (Previously BVPI 9 & 10)**	**Collection Rates of -**
		  Council Tax: 98%
		  NNDR: 99%
			March 2024	**Finance and Treasury Management**

FTM06	**Improving Financial Stewardship**	**Approve the revised Treasury Management Strategy**	**February 2024**	**Finance and Treasury Management**

Reference no.	Objective	Target 2023-24	Target Date	Cabinet Portfolio
FTM07	Improving Financial Stewardship	Approve the revised Medium Term Financial Strategy	February 2024	Finance and Treasury Management
FTM08	Improving Financial Stewardship	Deliver 4 Elected Member Finance briefings	March 2024	Finance and Treasury Management

Leader (LDR)

Reference no.	Objective	Target 2023-24	Target Date	Cabinet Portfolio
LDR01	Further Enhancing Corporate Communications	Introduce a regular Business online newsletter, delivering a minimum of 6 newsletters	March 2024	Leader
LDR02	Enhancing Procurement and Contract Management Processes	Create a Procurement Improvement Action Plan, based on Whole Council Spend Analysis	November 2023	Leader
LDR03	Increasing Staffing Availability Through Reduced Sickness	Short Term Sickness Days Average	3.5 days	Leader

Reference no.	Objective	Target 2023-24	Target Date	Cabinet Portfolio
LDR04	**Improve On The Average Time To Pay Creditors**	**Improve purchase order transactions so that the next time Internal Audit review practice in Q4 2023/24, 80% of POs are in place from the Internal Audit sample**	**March 2024**	**Leader**
LDR05	**Further Digital Enhancements**	**Elected Member Intranet Implemented**	**April 2023**	**Leader**
LDR06	**Successfully deliver local elections**	**Borough and Parish Council elections successfully delivered**	**May 2023**	**Leader**
LDR07	**Refresh Member Training**	**Review Member Induction Programme**	**October 2023**	**Leader**

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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