

Purpose of the Directorate:

PLACE

Place consists of four Service Areas that enhance the lives of our citizens and other stakeholders through the development of the area through investment and change.

We improve the local area through larger schemes and small deliverables to ensure each person has a fair and equitable life in Tameside

We invest in, and develop the citizens' opportunities, work skills, living space, community, environment and infrastructure to deliver a more prosperous and enjoyable living experience across all of Tameside. Examples of our work include:

The Carbon Reduction and Environment Strategy 2021-2026

This is the product of cooperation between departments within Tameside Council. Through public engagement and other forums, we have sought guidance from local people; and regionally we have worked with peers to develop a workable document and a framework for an effective action plan.

It is important that both residents and businesses find the support they need from us and in-turn offer any support they can back to the community. If we can succeed in fostering a sense of collective responsibility and enthusiasm for the opportunities in the face of the climate crisis – then we are heading in the right direction.

The focal points of the Strategy are, Greenspace & Biodiversity, Homes Workspaces & Council Buildings, Influencing Others, Reducing Consumption & Producing Sustainably and Travel & Transport.

Town Centre renewal

Tameside is composed of nine towns, each with unique centres. High streets lie at the heart of Tameside's communities and drive a large part of our local economy. They create jobs, nurture small businesses and inject billions of pounds into our economy, whilst providing accessible hubs for residents to access public services, leisure and retail facilities. Around 25,000 people are currently employed in Tameside town centres. We are also leading on the formation of a co-operative of public and private partners to deliver digital infrastructure in the borough, which has seen us take the lead nationally on improving access to super-fast broadband, making us the sixth best connected borough in the country.

Godley Green Garden Village

Tameside Council has submitted an outline planning application for Godley Green to unlock up to 2,150 new homes over the next 16 years. The ambitious but achievable plan is to create a new sustainable garden settlement of beauty and great design that sensitively evolves around our existing communities and landscape.

Purpose of the Directorate:

INVESTMENT, DEVELOPMENT AND HOUSING SERVICE AREA

Leading on development, management and delivery of strategic development sites, major regeneration programmes and town centre initiatives linked to the wider economic and inclusive growth agenda. Through the work of the service they are seeking to build a successful, clean, modern, digitally enhanced economy that makes for both better businesses and better lives. They also look to seize the economic opportunities presented as we transition to carbon neutrality by 2038 and ensure we 'build back better' from the impact of the COVID 19 pandemic. Using the advantages of our location and infrastructure they seek to attract people, businesses, tourists, and investment into Tameside, continuing to invest and innovate to grow our inclusive economy. They are responsible for progressing some of Tameside's largest developments including Godley Green Garden Village, the St. Petersfield and Ashton Moss employment sites, town centres, Hattersley housing regeneration and new strategic transport infrastructure at the Mottram Bypass and Glossop Spur project.

The Housing Growth Team includes strategic housing, housing market intelligence; Empty Property Strategy, housing development delivery, refugees and asylum work. The team has developed a new Housing Strategy (21/26) that will be supported by a Housing Delivery Plan, linked with the estates review work, to identify development opportunities for new housing, including homes for our care leavers and residents with specialist needs. New Tameside Registered Provider Partnership being implemented.

The Economy, Employment and Skills Service aims to ensure every resident achieves a high level of skills and good sustainable employment, whilst supporting businesses to start and grow. The service delivers cross cutting employment and skills services across the life course model in relation to careers advice, apprenticeships, post 16 education, adult employment, digital inclusion and skills, and innovation and integration of the work and health systems. They deliver statutory functions in relation to Careers Advice and Participation under the Education Skills and Raising Participation Age legislation. As part of routes to work one to one employment support is provided to adults with disabilities, mental health conditions and acquired brain injuries. Through the Adult Community Education function they provide class room based education to adult learners to increase skill levels within our population. They drive business networking, local business support services and the development of our Inclusive Growth strategy with the aim of increasing the number of businesses in the borough to support inclusive economic growth. They facilitate and liaise with the Inclusive Growth Board, and it's sub-groups to engage local employers and stakeholders in overseeing and supporting the delivery of the Inclusive Growth Strategy.

Purpose of the Directorate:

STRATEGIC PROPERTY SERVICE AREA

The council's Estates Service was brought back in-house 2019 and has been transitioning from an interim team to permanent appointments during 2020/21. Oversight and senior level management of the CCG and Council estate merged during 2019, to ensure consistency in delivering the Corporate Plan and this has proved invaluable during the pandemic, ensuring a joined up and expedient approach when identifying and managing Covid19 testing and vaccination sites. The team manage a rent roll of c£1.4m; undertake rent reviews to maximise income, acquisitions and disposals of land and buildings and provide surveying and valuation professional advice on development and regeneration projects.

The Asset Strategy Service was put in place in 2020; A Strategic Asset Management Plan (SAMP) was been developed and approved by Cabinet during 2020, as were, an updated Disposals Policy and new Freehold Reversions policy. A worksmart project has commenced, involving a comprehensive review of the operational estate and Health Estate, and future service needs, with the pandemic and associated home working providing an opportunity to maximise agile working across the workforce and identify areas to rationalise the estate to realise revenue savings and a pipeline of capital receipts from 2021/22 onwards. The service has commissioned a review of 750+ property assets, which will culminate in pipeline of sites for development and disposal pipeline to support the Capital Programme.

The Corporate Facilities Management service oversees property management of the Councils operational estate, including building compliance. It undertakes the Corporate Landlord function, managing the various external contracts which support this operation, including client management of the facilities management and school meals services undertaken by the LEP. The service also has a team which manages the councils responsibilities for sustainability and utility management, writes bids to support carbon reduction building improvements, leads the development and delivery of the Councils Climate Change and Environment Strategy and works with colleagues across Greater Manchester to deliver the GMCA 5yr Environment Plan. The team has a client management role with the Local Enterprise Partnership (LEP) and this contract was reviewed during 2020, with Cabinet approving a further extension to the framework in July 2022

The Capital Programme Service; incorporates the Housing Adaptations Team, and oversees major construction and smaller scale projects, including Ashton Old Baths new Data Centre, Hyde pool extension, demolition of the former Denton pool, extensions and repairs to schools, including a new Hawthornes SEND Primary School. Housing Adaptations are continuing throughout the pandemic, ensuring this critical service continues to support Tameside residents to live independently in their own homes.

Purpose of the Directorate:

OPERATIONS & NEIGHBOURHOODS SERVICE AREA

Operations and Neighbourhoods deliver many of the front line services which the public first associate with the functions of a Council including many statutory services. From refuse collection, Libraries and Highways maintenance, these are services that you use daily whether you are a resident, visitor or on business.

PLANNING & PLACE SHAPING SERVICE AREA

The planning functions of the council span a number of services including Planning Policy, Development Control, Planning Enforcement, developer infrastructure funding contributions (S106 agreements), Building Control, Land Charges and Ecology.

The team perform statutory functions ranging from key policy making on development, protection of the natural and historic environment, essential infrastructure, waste and minerals. They make and inform decisions on new development as well and vet applications to ensure they comply with building and fire safety standards. The land charges service supplies essential information on commercial and residential properties and the ecology unit provides advice and support on policy and decision making for all the 10 councils in GM wider North West of England.

Vision & Key priorities for 2022/23

INVESTMENT, DEVELOPMENT AND HOUSING

Continue development and delivery of Strategic sites:

- Godley Green
- Ashton Moss
- St Petersfield
- Hattersley
- Town centre regeneration:
 - Ashton-under-Lyne; Levelling Up Fund
 - Stalybridge Town Centre Challenge; High Street Heritage Action Zone
 - Hyde; High Street Task Force
 - Droylsden
 - Denton
- Implementation of the Housing Strategy (21/26) /Delivery Plan and provider frameworks to support care leavers and adults housing needs to 2024 (corporate cross cutting budget savings project). Establishment of the new Tameside Registered Provider Partnership being implemented.
- Delivery of the Inclusive Growth Strategy.
- Determination of Godley Green Garden Village Outline Planning Application.
- A57 Link Roads (Mottram Bypass & Glossop Spur) Planning Inspectorate hearing completed.
- CRSTS programme and delivery
- Complete transfer of ACE service to Tameside College.
- Maximise value delivered from contracted Social Value Commitments

STRATEGIC PROPERTY

- Delivery of savings plans.
- Develop Estates Strategy across the Council and Local Public Sector that supports and Enables Transformation whilst meeting the priorities of the Strategic Asset Management Plan.
- Complete review of 1,500 land and property assets.
- Disposals pipeline – sites declared surplus to requirements.
- Deliver against the Climate Change and Environment Strategy action plans.

Vision & Key priorities for 2022/23

OPERATIONS & NEIGHBOURHOODS

- Continue to deliver a comprehensive range of frontline services and Covid compliance function throughout the pandemic.
- Development and delivery of regional objectives – Tackling Congestion, Air Quality, Minimum Licensing Standards, Green Travel, Community Cohesion, Community Safety Strategy, Domestic Abuse, Waste and recycling, Homelessness
- Contributing to the building back a stronger community in the face of economic challenges and post the Covid pandemic – assist in the delivery of projects as part of the Government's Levelling-Up programme.
- Delivery of capital programme: – Flood management, replacement of fleet, new cremators, LED lighting, playgrounds, Tameside Highways Improvements 2 (TAMP). Implementation of a Walking and Cycling strategy in line with Local Walking and Cycling Infrastructure Plan (LCWIP).
- Development of Cultural offer both digitally and through an evolving venue and delivery strategy (Ashton Town Hall).
- Continue to diversify the market offer and support other market initiatives i.e. Stalybridge Food Feast, Ashton Artisan
- Strengthen the Community Safety strategy by working with GMP to achieve a robust neighbourhood Policing model
- Decarbonisation of the fleet and ensuring the existing fleet is Clean air compliant
- Conduct a borough wide-review of car parking
- Address the issue of waste contamination within Tameside, specifically reducing rejected loads and increasing the mass balance performance.

PLANNING & PLACE SHAPING SERVICE AREA

- To ensure that there is a robust planning policy for GM and Tameside to ensure that development is built in the right place that provides essential infrastructure and is sustainable and that decisions reflect the policy position.
- That buildings are constructed in a safe and sustainable manner.
- The commercial and domestic property markets are supported in providing correct and relevant data on property searches.
- That biodiversity is protected and enhanced so that there is a net gain.
- To ensure decisions are made in a timely manner.
- That unauthorised development is enforced against.
- To ensure that customers are supported including support through a complex planning process and decision making.

Services Delivered (in 2021/22)

INVESTMENT, DEVELOPMENT AND HOUSING

IDH is responsible for securing inward investment into the borough and helps to facilitate the delivery of new housing to meet the needs of or residents. We will continue to seek government funding and grants to improve the local area through rejuvenation and regeneration projects. Through working with internal and external partners will deliver improvements to the lives of the citizens, the economy and the skills of business and visitors. The Education & Skills team will aspire to ensure every resident achieves a high level of skills training and good opportunities for sustainable employment. This will be driven by the Inclusive Growth Strategy, and the Inclusive Growth Board, which has been brought together to oversee it's delivery.

STRATEGIC PROPERTY

School and corporate building capital works. Such as St Johns C of E Primary and Hyde Pool.

Operational building operation and maintenance.

Covid Testing and Vaccine Rollout property.

Housing Adaptations through DSG.

Climate Change Strategy and Energy management.

PFI Schools

Active Tameside.

Commercial Estate.

Land and Property reviews, acquisitions and disposals

OPERATIONS & NEIGHBOURHOODS

The Service Area provides fundamental and essential front-line services which affect every Tameside resident of every age, every day of their lives, thereby supporting the corporate priorities of Starting Well, Living Well and Ageing Well. We are central to Place Based delivery ensuring we provide a physical infrastructure to support economic growth. Services such as refuse, highways, engineering, regulatory services, culture, libraries, markets, community safety, parks, green spaces and the local street scene enhance peoples' lives and improve the health & wellbeing of residents. In addition, customer services, welfare rights, homelessness services and the emergency on-call service help residents with a wide range of problems from minor issues to major, life-changing crises. The bereavement service even helps residents through the end of their lives.

Services Delivered (in 2021/22)

PLACEMAKING AND PLANNING

DEVELOPMENT MANAGEMENT deals with end-to-end development management process, including decision taking on planning and related applications, undertaking pre-application discussions and giving advice, discharging conditions and other matters relevant to implementation of developments. Most decisions on applications are delegated to officers, but major, more complex or controversial applications are decided by members.

Planning Enforcement investigates and where appropriate takes action in relation to alleged breaches of planning control. The team also deals with instances of untidy land and high hedge legislation. Planning enforcement is required to validate and give confidence in the planning process. Cases often constitute some of the most high profile matters that the service deals with.

PLANNING POLICY. As part of the Local Planning Authority, the team primarily lead on the development, delivery and monitoring of planning policy at both the Greater Manchester city region and local levels. By providing support on planning policy the team aim to deliver consistent advice for plan-making and decision-taking across a broad range of subjects, including, urban design, housing, economic development, retail, regeneration, transport, open space and the historic environment.

Carrying out statutory duties, the team is currently engaged in both the development and delivery of both the jointly prepared 'Places for Everyone' development plan document and the Tameside Local Plan. These documents combined with the Greater Manchester joint Minerals plan and the Greater Manchester joint Waste plan will form the up to date statutory planning framework for Tameside.

Additionally team prepare and maintain the boroughs Brownfield Land Register, Housing Delivery Test Action Plan, Authority's Monitoring Report, Local Development Scheme, Statement of Community Involvement and Strategic Housing and Economic Land Availability Assessment.

Services Delivered (in 2021/22)

PLACEMAKING AND PLANNING

The BUILDING CONTROL service is responsible for reviewing building works to ensure they meet the general statutory duties of the Building Act.

The service operates in a fully competitive market place with customers being able to choose private sector companies (Approved Inspectors) to provide the service.

The Building Act sets out to create a safe environment to live in, improve building accessibility for all, and support climate change initiatives. The service does this by:

- Providing advice to the public and colleagues.
- Initial plan assessment and negotiation,
- Passing or rejecting plans within statutory time periods,
- Responding to breaches of building regulation and appeals,
- Keeping a register of work by private approved inspectors,
- Responding to defective buildings, dangerous structures and demolition. This includes authorising notices,
- Undertaking associated necessary consultations
- Maintaining archives & administering the legal registers for work supervised by private building control inspectors (Approved Inspectors)
- Dealing with safety at sportsgrounds through meetings with partners and inspections.
- Taking appropriate enforcement action for breaches of the building regulations.

The team has further responsibility regarding inspection activities, such as:

- Carrying out site visits and checks of works in progress,
- Certification and document checks;
- Issuing final certificates
- Registering reversion applications from Private Approved Inspectors (AIs) where the private company is no longer able to carry out their function and passes the enforcement function back to the Local Authority.
- Assessment of reversion information, and works on site.

About 70% of the service is fee earning and the other 30% is a function that a local authority has to undertake i.e. enforcement and dangerous structures which a private sector Approved Inspector does not

Services Delivered (in 2021/22)

PLACEMAKING AND PLANNING

The TECHNICAL SUPPORT TEAM Team support key regulatory functions of the council which are key in enabling the development process.

The team provide technical, financial and general support to the Planning (Development Management), Building Control and Planning Policy Service Areas and deliver of the end to end Land Charges Service.

The GREATER MANCHESTER ECOLOGY UNIT (GMEU) is a shared technical specialist planning service hosted by Tameside Council. GMEU provides to, and on behalf of, the ten District Councils of Greater Manchester on ecology, nature conservation and the natural environment. GMEU incorporates the Greater Manchester Local Biological Records Centre (GMLRC). The GMLRC houses the central habitat and species databases for Greater Manchester. GMEU advises planning authorities on their statutory and policy duties to protect the natural environment through the development management process.

How does the service support regional or national priorities or requirements?

INVESTMENT, DEVELOPMENT AND HOUSING

- Support delivery of the GM Strategy, 'Our Place, Our Plan' to implement the City Region's over-arching strategy for inclusive growth.
- Support delivery of the Greater Manchester Local Industrial Strategy, to overcome issues such as low productivity linked to poor health and low skills, and achieve greater equality.
- Implementation of the national Levelling Up agenda at a local level.

OPERATIONS & NEIGHBOURHOODS

- Development and delivery of regional objectives – Tackling Congestion, Air Quality, Minimum Licensing Standards, Green Travel, Community Cohesion, Community Safety Strategy, Levelling up, Domestic Abuse, Homelessness.
- Lead on a GM project to implement common minimum standards for licensed drivers, vehicles and operators.
- Implementation of a Walking and Cycling strategy in line with Local Walking and Cycling Infrastructure Plan (LCWIP).

STRATEGIC PROPERTY

- Development and delivery of regional objectives – Climate Change and Environment Strategy aligned with GM 5 year plan.
- Supports all Council service delivery through property.

PLACEMAKING & PLANNING

All planning decisions have a policy basis which are local and national planning policy led i.e. the National Planning Policy Framework. Many of the decisions support key corporate priorities and national priorities e.g. housing and employment.

The teams also directly respond to and support the local implementation of national and sub-regional planning policy and guidance provided by Ministerial announcement, and legislative frameworks.

The building control service is also a statutory function supporting the delivery of building standards to meet the requirements of relevant acts of the Building Act and Building Regulations and more recently fire safety which is a new requirement placed on councils.

The technical support team are responsible for processing (registration and validation of) planning applications for development proposals.

The land charges service provides a responsive service to support the sale of commercial and residential properties within the borough.

Within Building Control the team support the Officers who are responsible for reviewing building practices and permission meet the general statutory duties of the Building Act.

The GMEU provides essential advice on planning applications and policy matters to the 10 Councils in GM. Biodiversity net gain is now at the forefront of decision and policy making in the national planning policy.

How is the service performing?

INVESTMENT, DEVELOPMENT AND HOUSING

- Despite the challenges facing the borough over the past year the Service has performed well to deliver some significant outcomes for Tameside.
- The directorate showed great adaptability i.e. efficiently delivering @£10m of Covid related business grants.
- c£25m of external capital funding has been secured, including Levelling Up Fund and Brownfield Homes Fund, to help deliver new homes and employment space, grow the Council Tax and Business Rates base in the borough, reduce unemployment, and deliver inclusive growth.
- Future priorities will see the delivery of a significant programme of investment and development in locations across the borough whilst also developing the skills of employers, workers and those in education, which in turn supports the economic strength of the businesses in Tameside.

STRATEGIC PROPERTY

- The service is new and has put in place multiple policy and procedures to support the corporate priorities and is meeting it's statutory responsibilities.
- Disposals of surplus properties, to support the Capital Programme have commenced.

PLACEMAKING & PLANNING

The Development Management service has continued to be delivered through the covid-19 pandemic. However, there have been a number of issues over the last 12 months particularly around retention of staff, use of IT and processes that have meant that service delivery has been challenging. Speed of decision making, delivery of a planning enforcement service and oversight of planning obligations have been particular areas of concern.

The planning enforcement function needs reviewing in terms of the resources available against the increasing caseloads and customer demands

Building Control is performing well considering the shortage of qualified officers and vacancies within the service but this is not sustainable. All 3 posts are being filled by agency staff.

The Planning Policy Team is considered to be performing at a high level.

The service has improved considerably in the last 12 months. Land Charges search return times has improved dramatically from one of the worst performing in the country to one of the best going from 40-45 working days to 7-12 working days.

Planning validations are now being turned around much faster with dedicated support in place.

During 2021-22 GMEU has provided advice on a greater number of planning applications than ever before, this had sometimes led to some issues with the provision of timely advice.

Appendix 11 Director of Place Budget Proposals

How is the service performing?

OPERATIONS & NEIGHBOURHOODS

- The Service is performing well delivering front-line services to residents within budget and meeting the statutory responsibilities of the Service Area.
- The challenges of austerity and budget restraints mean that we need to continually look at service efficiency and review the standard of delivery. However the cost of materials and services have increased due to the pandemic and Brexit and this is having a detrimental effect on the budget.
- Key issues include: Homelessness and the availability of supported housing. Issues of Anti Social Behaviour, speeding and tackling knife crime. Improving air quality and increasing access to sustainable transport.
- Against the delivery of front-line services, the Service Area will focus on meeting challenging budget savings, finding service efficiencies and redeveloping the way we deliver services in a post-Covid world.

13.4m bins collected per year	758km of highway maintained	311 retaining walls, totalling 31km, inspected	13,739 Covid-19 Engagement Contacts made
3942 Covid-19 Compliance Visits/Interventions	145 Road Bridges and 250km public rights of way inspected	Manage and maintain 37 children's play areas	166,000 issues of digital items from Libraries
4500 disabled parking blue badges issued	Transport 800+ vulnerable residents each day	30,250km of highways gritted using over 3,000 tonnes of rock salt.	Manage 35 School Crossing Patrol Points
Over 80,000 telephone calls answered by the Call Centre in 21/22	32 War memorials / remembrance sites inspected & maintained	35,000 highway & greenspace trees inspected and maintained	Maintain and operate a fleet of over 239 vehicles and items of plant
Emergency support: food parcels, fuel vouchers and supermarket vouchers to 1130 households	Rehousing 166 people to prevent and reduce homelessness	2202 residents supported to claim £4.2 million of welfare benefits	Maintenance of over 29,000 street lighting columns, illuminated signs and bollards
Recycling rate 54%	4600 pest control visits per year	340,000 engagements for Cultural Services and almost 460 events and activities virtually and in person	Maintain 44,500 road gullies
3000 funerals a year	865 licensed premises	1500 Taxi Tests completed	1800 food premises regulated

Achievements and successes in 2021/22

INVESTMENT, DEVELOPMENT AND HOUSING

- Inclusive Growth Strategy 2021 adopted and now being implemented.
- Secured £20m of levelling up funding for Ashton town centre.
- Godley Green Garden Village outline planning application submitted for delivery of up to 2,150 new homes.
- Supported the delivery of the governments Kickstart Scheme to help residents back into employment.
- Delivered over 30 Tameside Employment Fund Placements
- Facilitated the provision of 10 self-contained apartments and houses for young adults moving to independence. Secured two site with Partners for the provision of apartments for residents with special needs.
- Signed MOU with DWP and commenced preparation to deliver the In Work Progression Pilot.
- Completed updated St Petersfield Masterplan and commenced preparation of development framework and site investigations at Ashton Moss, to help bring the sites forward to create thousands of employment opportunities for Tameside residents.
- Affordable housing for period 1 April 2020 to 31 March 2021: completions – 57 and starts on site - 220
- Facilitating the acceleration of six Registered Provider Housing schemes across the Borough with £4.3m Brownfield Homes Fund to support 346 new homes.
- Secured £50k of Homes England Revenue Funding for Site Investigations to support acceleration of new homes
- Secured £19.86m of capital grant from the Levelling Up Fund to support regeneration of Ashton Town Centre.
- Completed site feasibility and viability study in Stalybridge to provide a robust delivery strategy to bring sites forward for development.
- £100k grant funding secured for Stalybridge Interchange Options Study
- £400k Evergreen 3 revenue funding secured to support growth at Hyde Town Centre and Godley Green
- Hattersley Public Realm Agreement signed and being implemented
- New Ashton Old Baths data centre winner of international architecture award

STRATEGIC PROPERTY

- Completed construction of the Hyde Pool extension.
- Completed a summer of school condition projects.
- Completed construction of the St Johns C of E Primary School extension.
- Identified a site and commenced design of a new 220 place SEND Primary School.
- Completed construction of a new Library in Droylsden and demolished the former Library.
- Completed a review of the operational estate alongside the WorkSmart agenda.

Achievements and successes in 2021/22

OPERATIONS & NEIGHBOURHOODS

- Continuation of frontline services throughout Covid-19, including staff redeployment to ensure resilience and help with humanitarian support.
- Undertaking 3 major service redesigns and consultation projects: Customer Services and Call Centre, Waste collection frequency change and Insourcing Housing Advice.
- Adoption of GM Minimum Licensing Standards
- Effectively supported businesses through Brexit, in particular Food Export Certificates.
- Reducing the contamination of paper and cardboard by 93% and winning a National Award for this work in the process.
- NABMA Markets Award - National Team of the Year
- Bereavement Services achieving 'GOLD' Standards from external auditors
- Cultural Services successfully applied for 98K of Cultural Recovery Funding from ACE
- Libraries have continuously been open in 21-22, adapting services to Covid restrictions plus - opening the new Droylsden Library in Guardsman Tony Downes House
- Established the Stalybridge Food Feast and Ashton Artisan
- Opening & operating the Town House – homeless hostel & community hub
- Reducing the number of rough sleepers to zero across the borough
- Introduction of the Councils' first core fleet electric vehicles and charging infrastructure
- Delivery of the major capital projects – including structural and highways maintenance projects Delivery of the Chadwick Dam, Stalybridge and Hill Street, Ashton-under-Lyne MCF schemes, the LED side roads scheme

Achievements and successes in 2021/22

PLACEMAKING & PLANNING

The development management service has continued to operate through the covid-19 pandemic, helping to deliver investment opportunities for Tameside even though the number of planning applications and enforcement cases have gone up.

The team have supported virtual meetings e.g. Speakers Panel for Planning.

A planning application for Godley Green Garden Village has been validated and is currently under consideration. It will be progressed to a decision next year.

A duty planning service has been developed and implemented, receiving positive feedback from users.

There has been successful implementation of a means to submit enforcement complaints electronically and further work is underway to improve the enforcement function.

The PLANNING POLICY TEAM has:

- Published a revised Statement of Community Involvement (June 2021)
- Published an updated Local Development Scheme (July 2021)
- Published a Housing Delivery Test Action Plan (June 2021) identifying a range of cross departmental mechanisms to support housing delivery
- Published two updates to the Councils Brownfield Land register (January & December 2021), identifying land with potential to deliver a significant number of dwellings across brownfield sites.
- Published two updates to the Strategic Housing and Economic Land Availability Assessment (January and December 2021), visiting and profiling over 300 sites
- Extensively involved in the preparation of jointly prepared Places for Everyone development plan document to set the strategic planning framework and context for growth in the borough up to 2037 including the publishing of three site allocation topic papers
- Consulted on Places for Everyone from 9 August to 3 October 2021, creating and placing a range of display material, site notices and hard copy documents in public Libraries.
- Commissioned and finalised a range of evidence to support Places for Everyone, principally concerning transport
- Contributed toward the GM Local Nature Recovery Strategy as part of one of 5 national pilot study areas
- Successful as part of a GM bid for a share of £1.5m of Local Heritage list campaign funding administered by Historic England
- Contributed to the Local Impact Report in relation to the Mottram Bypass highway improvement scheme.
- Published an updated Authority's Monitoring Report (March 2021)
- Uplifted the Councils Developer Contributions online calculator in relation to Section 106 contributions (November 2021)
- Continue to contribute toward the Councils corporate IT project of replacing PlanWeb and PlanAccess and committed resource to the Digital Champions working group, pre testing the roll out of MS Teams and VPN updates.
- Supported the Councils Development Management function for an interim period of three to six months during a period of staffing changes to ensure it continued to deliver in line with government requirements.

Achievements and successes in 2021/22

PLACEMAKING & PLANNING

BUILDING CONTROL has:

- Kept the service running to support the construction industry and local economy during Covid whereas a number of the private sector Approved Inspectors companies' furloughed staff.
- Responding to dangerous structures call outs – approximately 80 call outs.

The LAND CHARGES TEAM has:

- Completed the Digitisation of the Land Charges records and the transfer of service to HM Land Registry
- Successful recruitment of 3 apprentices into the service which will bolster the support we can provide to the directorate service area whilst providing a sound foundation to the apprentices
- Implementation of Procedure Notes for Planning, Building Control & Land Charges. This will help future proof the continuity of service going forward.

GMEU has –

- Helped to prepare a Local Nature Recovery Strategy for Greater Manchester
- Begun to implement Biodiversity net Gain initiatives across Greater Manchester
- Contributed to the preparation of a number of Local Plans and the preparation of the Places for everyone Strategic Plan for Greater Manchester
- Facilitated the construction of more than 80 new ponds across Greater Manchester for the protected species great crested newts

Key challenges and priorities for 2022/23 and beyond

INVESTMENT, DEVELOPMENT AND HOUSING

- Preparation of Tameside Town Centres Strategic Framework
- Implementation of Ashton Town Centre Regeneration Programme
- Delivery of Stalybridge High Street Heritage Action Zone
- Preparation of Hyde Town Centre Masterplan
- Developing a delivery strategy for the next phase of employment development at St Petersfield
- Preparation of Ashton Moss Development Framework and completion of site investigations
- Progress the delivery of Godley Green Garden Village
- Continued delivery of the Hattersley regeneration programme
- Implementation of the Housing Strategy/Delivery Plan and provider frameworks to support care leavers and adults housing needs
- Secure external funding for strategic transport infrastructure
- Conclude Planning Inspectorate hearings on A57 Link Roads project
- Support business start ups, business growth and increased productivity.
- Deliver employment programmes to support people to access good quality employment and improve skills.
- 2x GM Growth Locations & Local Investment Frameworks to be progressed with GM for Eastern Growth Cluster and Hyde Triangle

STRATEGIC PROPERTY

- Completion and implementation of Land and Property Review, alongside WorkSmart Project and external partners.
- Developing and delivering a programme of surplus sites for Capital Disposal.
- Implementing Community Asset Transfers.
- Review of TAS and Primary School Catering Contracts.
- Delivering Property/ Service Savings.
- Maintaining property statutory compliance in a challenging financial environment.
- Decarbonisation of the Council's property portfolio.
- Delivering a wide range of capital projects including a new SEND primary school and school condition program.

Key challenges and priorities for 2022/23 and beyond

OPERATIONS & NEIGHBOURHOODS

- Reframing and delivering services in a financially challenging and post-Covid environment.
- Succession planning and maintaining continuity of service delivery.
- Delivering responsibilities under the Clean Air Plan, Minimum Licensing Standards, Community Cohesion, Domestic Abuse and Homelessness.
- Implement a new face to face customer service centre model, Waste collection frequency change and Housing Advice in-sourcing.
- Delivering a wide range of capital projects including the Cycling and Walking Schemes, Highways Improvements, Ashton Town Hall
- Maintenance and repairs to deteriorating infrastructure assets, including boundary walls, bridges, culverts.
- Maintaining universal services for residents with diminishing resource.
- Continue the development of the new Cultural framework for Tameside
- Internal refurbishment of Dukinfield Crematorium Chapel
- Ensuring the fleet is Clean Air Zone compliant and pursuing options for reducing the reliance on fossil fuels across the fleet.'
- Review of street scene enforcement and changing residents attitudes
- Maintaining further Closed Churchyards and the potential funding required for health and safety improvements

Challenges and risks

- Successful completion of major capital projects across the Service Area, within budget and on time.
- Succession planning and maintaining continuity of service delivery.
- Maintaining occupancy levels across the Markets in light of the high street decline
- Further cuts to frontline services which will have a noticeable impact on the appearance of the Borough
- Increasing service demands on the frontline services that the Service Area provides.
- Further budget pressures across the Service Area.

Key challenges and priorities for 2022/23 and beyond

PLACEMAKING & PLANNING

- To ensure that the service delivers the Council's priorities in respect of Godley Green Garden Village, Ashton Moss, St Petersfield, regeneration of town centres and other strategic development and investment priorities.
- To ensure that the service is more customer focused.
- To ensure an appropriate staffing structure is in place to improve delivery of the development management service as a whole.
- To ensure processes and IT are fit for purpose.
- To improve speed of decision making.
- To ensure quality of decision making in light of the above.
- To review the structure, processes, IT and performance of the planning enforcement team to provide for confidence in the planning system.
- To ensure that there are robust, transparent processes in place respect of the agreement, implementation and monitoring of planning obligations.
- To review the pre-application service and ensure that fees reflect expenditure.
- The retain staff and recruit for vacant posts as there is a national shortage of qualified and experienced planners.
- The submission and examination of Places for Everyone is expected to be particularly resource intensive over the next year. Indeed the examination is expected to take no less than 12 months and the process can be particularly demanding, with answers on matters or points of agreement often expected to be reached in no more than a couple of days.
- Supporting Places for Everyone while balancing this with progressing the councils own Local Plan will remain the key priority for the team in 2022/23.
- Recruiting permanent building control staff. There is an acute shortage of experienced and qualified building control officers. The 10 authorities in GM are looking at how the service can be operated in future and are looking at delivery options.
- Work to bring Building Control Application registration and validation times down
- Progress team training to ensure all team members are fully trained in all areas of the service to ensure work peaks in any area can be covered
- Restructure of some teams
- Implementation of new fees
- Biodiversity net is a growing area and subject to rigorous scrutiny so there will be greater demand on the service

What does the service need to do to deliver (or support delivery) of the corporate priorities?

INVESTMENT, DEVELOPMENT AND HOUSING

- Successful completion of regeneration programmes within budget and on time.
- Identify grant opportunities and successfully bid for funding.
- Development and delivery of Town Centre Strategic Frameworks.
- Implement Housing Strategy/Delivery Plan with external partners.
- Continued delivery of employment programmes.
- Invest to save/invest to earn initiatives and service delivery.
- Working with Stakeholders (public and private) in different innovative ways.

STRATEGIC PROPERTY

- Successful completion of major capital projects across the Council, within budget and on time.
- Identify grant funding to decarbonise the public estate.
- Development and delivery of action plans to deliver the Climate Change and Environment Strategy
- Completion and implementation of Land and Property Review, alongside WorkSmart Project and external partners.
- Developing and delivering a programme of surplus sites for Capital Disposal.

OPERATIONS & NEIGHBOURHOODS

Whilst Operations and Neighbourhoods is central to the corporate themes of 'Infrastructure and Environment' and 'Nurturing Communities', the essential front-line services it provides supports all the corporate priorities of Starting Well, Living Well and Ageing Well.

Given the wide-ranging ambitions of the 'Our People Our Place Our Plan', successful collaboration within the Service Area, across the Council, and with external partners, is essential to maximise the effectiveness of the services provided.

What does the service need to do to deliver (or support delivery) of the corporate priorities?

PLACEMAKING & PLANNING

- The service strives to provide modern infrastructure and a sustainable environment.
- Ensure sufficient capacity and expertise is available in the team to process full range of planning and related applications.
- Review and implement improvements to development management processes, to make sure they are fit for purpose, and are delivering an efficient and effective service.
- Review the use of IT, within the context of the above, implement change and improvement where required and ensure support for the current and future needs of the service.
- Maintain and improve development management performance (speed of decision making) as a result of the above, including reducing the reliance on extensions of time for minor and other applications.
- Ensure quality of decision making whilst ensuring that applications move through the system efficiently through development of a training programme for officers and members; as well as monitoring of appeal decisions.
- Following review, develop and implement an improvement plan for the planning enforcement service.
- To develop and implement an improvement plan for entering into and implementation, monitoring and oversight of planning obligations in connection with a review of the planning enforcement service.
- To review the current pre-application service, provide for improvements (in capacity and relationships with other services where required) with a focus on customers, developers and potential investors in Tameside.
- Develop and implement pre-application fees that reflect the cost of the service.
- Develop and implement ways of collecting and evaluating views of the service as a basis for improvement.
- The policy team needs to continue to do what it has done for the past 12 months, which is to commit itself to supporting the future submission, examination and eventual adoption of Places for Everyone and followed this on with the Local Plan.

How will the service measure success?

INVESTMENT, DEVELOPMENT AND HOUSING

- Meeting budget savings targets.
- Delivery of programmes within budget and on time.
- Realising invest to earn/save targets.
- Securing external grant funding.
- Reduction in unemployment and increases in skills levels.
- Delivery of new homes and employment space.
- Increased Council Tax/Business Rates receipts.
- Raising profile of the borough.

STRATEGIC PROPERTY

- Meeting budget savings targets.
- Delivery of successful capital projects across the Council, within budget and on time.
- Increase cross-public sector collaboration with innovative ideas and transformational projects.
- Realising Capital receipts through disposals.

OPERATIONS & NEIGHBOURHOODS

The Service Area monitor the following as a measure of service success and health:

- Delivery of successful capital projects across the Service Area, within budget and on time.
- Reducing sickness absence – a happy and motivated workforce.
- Covid Compliance and support to the residential and business community.
- Increase cross-service collaboration with innovative ideas and transformational projects.
- A new cultural framework is developed in collaboration with cultural organisations and the community
- Delivery of a successful Clean Air Zone and Minimum Licensing Standards.
- Residents saying they are well informed and engaged in a timely manner
- Decreasing the numbers of complaints, FOI and Ombudsmen enquiries.
- Decreasing the numbers of residents who are vulnerable and homeless.

How will the service measure success?

PLACEMAKING & PLANNING

- Number of planning permissions granted for housing and employment floor space (leading into the net increase in dwelling stock, employment floor space and jobs).
- Percentage of major planning applications determined within 13 weeks or within an agreed timescale.
- Percentage of minor and other applications determined within 8 weeks or an agreed timescale (with a reduced reliance on the latter).
- Percentage of appeals allowed against the authority's decision to refuse planning applications.
- Percentage of planning enforcement cases where action is taken within 13 weeks of receipt of an allegation of a breach in planning control.
- Percentage of planning enforcement cases where a site visit is taken within 10 days of receipt of an allegation of a breach in planning control.
- Reducing reliance of planning officers on extension of time by ensuring applications are registered and validated at the earliest opportunity.
- Measures in place to monitor planning obligations.
- Success will continue to be measured against the statutory responsibility of preparing annual updates to many of the above mentioned documents whilst also meeting the broad timescales set out within the Local Development Scheme in relation to Places for Everyone and the Local Plan.
- Building Control – By ensuring Building Control applications are registered within the required timescales and Initial Notice submissions are registered and acknowledged within the nationally required 5 working days.
- The number of applications received and market share on building regulation applications.
- Response times to applications.
- Responses to dangerous structures call outs
- Land Charges – Nationally published search return times by authority
- GMEU – further developing recording and monitoring databases, particularly with regard to Biodiversity Net Gain

Appendix 11 Director of Place Budget Proposals

Spend Analysis	Revenue Budget £
Expenditure	
Employees	27,060,200
Premises Related Expenditure	8,008,930
Transport Related Expenditure	6,206,910
Supplies and Services	39,137,992
Transfer Payments	1,544,660
Recharge Expenses	4,984,499
Capital Items & Reserve Movements	1,285,077
Third Party Payments	34,715,220
Expenditure Total	122,943,488
Income	
Recharge Income	(26,758,910)
Customer and Client Receipts	(16,451,315)
Government Grant Income	(18,468,750)
Other Grants Reimbursements and Contributions	(49,000)
Other Income	(2,473,999)
Interest Income	(605,700)
Income Total	(64,807,674)
Grand Total	58,135,814

Service Area	Revenue Budget £
Community Safety & Homelessness	4,381,280
Cultural & Customer Services	3,116,280
Engineers, Highways & Traffic Management	3,951,760
Management & Operations	(1,386,560)
Operations & Neighbourhoods Management	30,737,150
Public Protection & Car Parks	441,430
Waste & Fleet Management	3,870,700
Growth Management	108,570
Development & Investment	773,012
Economy, Employment & Skills	940,522
Infrastructure	104,377
Planning	643,967
BSF, PFI & Programme Delivery	(1,560)
Asset Management	295,487
Capital Programme	1,070,521
Corporate Landlord	5,117,499
Environmental Development	567,890
Estates	(1,377,595)
School Catering	(9,186)
Operations & Greenspace	5,156,300
Markets	(366,030)
Grand Total	58,135,814

Pressures 2022/23

Nature of Pressure	Description of pressure	Pressures Forecast - Incremental				
		2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Reduction in other fees/charges/income	Delay in delivery of additional income targets due to COVID	(500)	(250)	(250)	0	0
Reduction in other fees/charges/income	Additional income pressures in car parks and markets	(439)	(400)	0	0	0
Reduction in other fees/charges/income	Car park income	(200)	(50)	0	0	0
Reduction in other fees/charges/income	Market ground income	(200)	0	0	0	0
Other service pressures	Rent Free Period for Tenants in Tameside One	(69)	0	0	0	0
Other service pressures	Local Plan exc staffing	149	19	33	25	0
Other service pressures	Godley Green - planning	(500)	0	0	0	0
Other service pressures	Transpennine upgrade Mottram by pass impact report	(25)	0	0	0	0
Other service pressures	Ashton Moss master plan	(250)	0	0	0	0
Other service pressures	LHA Homelessness funded accomodation	(556)	0	0	0	0
Other service pressures	Senior Management Restructure - additional costs	25	0	0	0	0
Staffing related cost pressure	Cost of salary increases (pay award and pay increments)	1,480	920	938	957	976
		(1,085)	239	721	982	976

Savings 2022/23

Scheme	Saving Forecast - Incremental				
	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Cost Reduction of Utility (Gas and Electricity) by installation of energy saving measures in Council buildings	20	25	25	30	0
CCTV connection to dark fibre	89	0	0	0	0
Commercial Estate Income Generation - opportunities to increase income through build/purchase of industrial estate.	105	0	0	0	0
Sport and Leisure	(150)	0	0	0	0
Sport and Leisure	300	0	0	777	0
Relocation of Droylsden library and coming out of Hattersley hub offices and community 7 rooms	60	65	0	0	0
Bring statutory housing service in house	50	0	0	0	0
Bring security activities in house	10	0	0	0	0
Public Protection staffing review	115	0	0	0	0
Reduce collection frequency - 3 weekly blue bin collections	135	0	0	0	0
Reduce collection frequency - black bin collections to 3 weekly	135	0	0	0	0
Review of customer services face to face offer	46	0	0	0	0
Work with STAR to ensure procurement in stores is best value and on contract	69	0	0	0	0
Facilities Management and Estates savings	300	0	0	0	0

Savings 2022/23

Scheme	Saving Forecast - Incremental				
	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Cessation of British Waterways Levy	76	0	0	0	0
Reduction in posts, income generation from management fees and restructuring external budgets.	(43)	0	0	0	0
Asset Management Accommodation Strategy (operational)/ WorkSmart	207	174	33	33	0
Transfer processing of street sweepings into the waste levy	50	0	0	0	0
Grounds maintenance staffing	54	0	0	0	0
Removal of staffing budget for Museum of Manchester Regiment (MMR)	(20)	0	0	0	0
Service redesign (Building Control & Planning Development management)	20	0	0	0	0
Senior management restructure	147	0	0	0	0
Waste & transport levy net reduction	124	0	0	0	0
	1,899	264	58	840	0