

Report to :	COUNCIL
Date :	5 February 2024
Report of:	Councillor Gerald P. Cooney – Executive Leader. Sandra Stewart – Chief Executive.
Subject :	CORPORATE PLAN 2024-27.
Report Summary :	<p>Tameside Council’s current corporate plan was agreed pre-Covid-19 and the cost-of-living crisis. Reflecting on those significant events and other changes it is timely to undertake a review and refresh of the corporate plan. This report summarises the process undertaken for that review and refresh.</p> <p>The current draft new Tameside Council Corporate Plan 2024-27 is attached at Appendix 1.</p> <p>The new strategic performance and delivery framework agreed by Executive Cabinet in September sets the context for the Corporate Plan and is attached at Appendix 2 for information.</p>
Recommendations :	That Council agree the new Corporate Plan for the period 2024-27 and agree to starting a consultation and implementation process.
Links to Corporate Plan:	A review and refresh of the corporate plan is part of this report.
Policy Implications :	The report has policy implications across the council in that it outlines a new corporate plan and associated priorities. All services need to reflect on the new plan and respond accordingly when developing new strategies, plans and services.
Financial Implications : (Authorised by the statutory Section 151 Officer)	<p>The report provides an initial draft of the Council’s Corporate Plan for the period 2024 to 2027. There are no direct financial implications arising from the report at this stage as the plan requires further internal stakeholder engagement and dialogue alongside colleagues from the Local Government Association via the peer challenge that is taking place in January 2024.</p> <p>The corporate plan is the framework on which the Council’s Medium Term Financial Strategy (MTFS) will be built on. Resources will be aligned to priorities and outcomes in the revised plan to ensure the Council delivers its objectives.</p> <p>Any related additional investment that is aligned to the approved priorities within the plan will require robust business cases. These will need to clearly demonstrate affordability and return on the proposed investment, the details of which will be set out in the financial implications of the corresponding Executive Cabinet report.</p> <p>No expenditure that results from decisions can have an adverse impact to the General Fund. Investment must support the Council’s ongoing financial sustainability.</p>
Legal Implications : (Authorised by the Borough Solicitor)	A clearly understood and effectively implemented corporate plan to good governance and the achievement of better outcomes.
Risk Management :	The absence of such a plan risks service failure for residents and reputational damage for the council.

Access to Information :

The background papers relating to this report can be inspected by contacting Tom Hoghton, Policy and Strategy Service Manager.



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1. CURRENT PLAN

- 1.1 Tameside Council's current corporate plan was agreed in 2019 as a joint plan between Tameside Council and Tameside & Glossop Clinical Commissioning Group (CCG). Priorities were arranged across the life course with a heavy focus on health and wellbeing. The plan was well adopted by the workforce, being cited as the start point for strategy and service development. The current Corporate Plan can be viewed here: [Our People Our Place Our Plan – Corporate Plan for Tameside & Glossop](#)

2. DEVELOPING A NEW PLAN

- 2.1 The current live plan was agreed pre-Covid-19 and the cost-of-living crisis. The CCG was disbanded in 2022 and became part of the Greater Manchester Integrated Care (GMIC). There have also been significant leadership changes at the council – both political and officer – since the plan was agreed. Reflecting on those significant events and other changes it was agreed to undertake a review and refresh of the corporate plan in 2023 with an ambition to have a new plan in place by the start of the 2024 municipal year.
- 2.2 The evidence gathering stage has been completed and a new set of proposed aims, objectives and priorities developed by officers. The next stage is for Executive Cabinet to review, comment and amend. It is also proposed to get some LGA support to review the draft for discussion – through a facilitated workshop and then the LGA peer challenge. Once these stages are completed it is proposed to bring a further report brought to outline a process to finalise and agree the new corporate plan.

3. EVIDENCE SOURCES

- 3.1 The development of the proposed new corporate plan has been informed by a range of evidence sources. Both quantitative and qualitative. The main sources are summarised below.
- Inequalities Reference Group – reports on key issues such as digital access, language barriers, hearing the voices of young people and those with learning disabilities, mental wellbeing.
 - Service user and community advocacy groups such as the Maternity Voices Partnerships (MVP); Independent Advisory Group (IAG); Community Champions, Caribbean and African Health Network (CAHN); Diversity Matters North-West (DMNW); LGBT Foundation, Manchester Pride (All Equals Charter), People First Tameside (PFT); Infinity Initiatives.
 - Tameside Poverty Truth Commission.
 - Partnership Engagement Network – outputs from a range of engagement exercises.
 - Big Conversation – outputs from a range of service specific consultations.
 - Tameside Insight Survey – accessing information; climate change and the environment; town centres; services that are important to residents, feelings about access, concerns for the future (e.g., jobs, opportunities for young people, cost of living); impact of cost of living; and employment.
 - Greater Manchester Insight Survey (Tameside results)
 - Strategic Neighbourhood Forums – topics including litter campaign; domestic abuse; Equality Strategy; Family Hubs; Early Help Strategy; fostering; corporate parent; Helping Hand Warm Hubs; Building Resilience Anti-Poverty Strategy; and Ashton, Stalybridge and Hyde town centres.
 - Youth Council and Children in Care Council.
 - Joint Strategic Needs Assessment (JSNA).
 - Thematic needs assessments – e.g. Poverty Needs Assessment; Ageing Well Needs Assessment; Children and Young People Needs Assessment.
 - Census 2021 results.
 - Data from national systems such as ONS, NOMIS and Fingertips.
 - Service performance data.

- Strategy development and supporting evidence – e.g. Early Help Strategy; Building Resilience – Tackling Poverty in Tameside; Equality Strategy; Community Safety Strategy; Inclusive Growth Strategy; Climate Change and Environment Strategy; Housing Strategy; Health and Wellbeing Strategy / Locality Plan; and Children and Young People’s Plan.
- Greater Manchester Strategy.
- Greater Manchester Integrated Care Partnership Strategy.
- Greater Manchester Police and Crime Partnership.
- Election 2023 (all out) and ongoing conversations between elected members and residents.
- Scrutiny – outputs from the Scrutiny activity across the three panels and Overview.
- Service feedback – learning from formal complaints, service satisfaction information and feedback from elected members.
- Local Government and Social Care Ombudsman (LGSCO) – learning from public interest reports, in-focus reports and good practice guides.
- Ofsted / DfE – outputs from inspections, annual conversation and improvement advisor support.
- Reports from the Local Government Association (LGA).
- Benchmarking and learning opportunities such as Customer Service Excellence (CSE).

3.3 The new Office for Local Government (Oflog) being established by the Department for Levelling Up, Housing and Communities (DLUHC) will provide a further evidence base and framework for the ongoing reporting against the corporate plan and future development of key programmes of work. Similarly, the monitoring and delivery of the corporate plan will be informed by the new Best Value Duty statutory guidance being develop by DLUHC.

4. OBJECTIVES AND PRIORITIES

4.1 The evidence sources outlined above identified a range of objectives and priorities that officers recommend should be reflected in the new plan. These are a mix of key issues identified from data such as needs assessments; through feedback from residents, elected members and partners; and areas for action in key strategies.

4.2 A tiered approach is proposed as shown below.

Vision <i>“A place where everyone can achieve their hopes and ambitions”</i>
Priorities (see below)
Objectives (see below)
Strategies (list on the website alongside the corporate plan)
Key Delivery Projects (listed within the corporate plan document)

4.3 The **five priorities** are:

- Best start in life.
- Opportunity to learn and earn.
- Safe, green and supportive communities.
- Healthy and active lives.
- Financially sustainable public services (underpinning priority).

4.4 The **24 objectives** are:

BEST START IN LIFE:

- Enhance early years' health, support and childcare provisions.

- Support parents and carers with parenting skills and resources.
- Promote child protection and safeguarding measures, and support cared for children.
- Reduce child poverty and improve child and family social support systems.
- Promote early intervention and support for children with additional needs.
- Strengthen partnerships with educational institutions and community organizations.

OPPORTUNITY TO LEARN AND EARN:

- Promote lifelong learning and upskilling programs for adults.
- Ensure all children have a high quality, enjoyable education that enables them to achieve their full potential.
- Provide the infrastructure and support for local businesses to create job opportunities.
- Enhance digital skills and access to technology for all residents.
- Encourage entrepreneurship and supporting business growth and social enterprises.
- Promote fair wages and equitable employment practices.

SAFE, GREEN AND SUPPORTIVE COMMUNITIES:

- Enhance community safety through crime prevention initiatives.
- Champion and deliver environmental sustainability including waste reduction, recycling and reuse.
- Improve access to housing – including affordable housing and homelessness support.
- Invest in community infrastructure and facilities.
- Enhance town centres and other public spaces.
- Target the key drivers of inequality in Tameside.

HEALTHY AND ACTIVE LIVES:

- Enhance access to and quality of adult social care.
- Support people to be as resilient and independent as possible.
- Improve mental health services and support networks.
- Encourage healthy choices and behaviours.
- Enhance healthcare access and promote preventive care.
- Address health inequalities and improve health outcomes for all residents.

4.5 All the above is supported by three cross-cutting approaches.

- Reformed and modernised enabling services.
- Early intervention, prevention and resilience – individuals, families and communities.
- Evidence based decision making – voice, demographics, equalities and finance.

4.6 A draft corporate plan document for discussion – based on the above – for member input is attached at **Appendix 1**.

5. WIDER CONTEXT

5.1 The corporate plan does not sit, or operate, in isolation. It nests within a wider regional and local framework. It has relevance to, and aligns with, regional work such as the Greater Manchester Strategy 2021-31; the Greater Manchester Integrated Care Partnership Strategy 2023-28; and Greater Manchester Standing Together Police and Crime Plan 2022-25.

5.2 The new corporate plan will set the context for council's approach to service development and delivery. It will be supported by a number of key strategies and plans. These include, but aren't limited to, the Inclusive Growth Strategy 2021-26; Building Resilience: Tackling Poverty in Tameside 2023-27; Community Safety Strategy 2021-24; Housing Strategy 2021-26; Early Help Strategy 2023-26; and Climate Change and Environment Strategy 2021-26. These strategies and plans operate as place based approaches and articulate shared objectives that are overseen

through forums such as the Tameside Provider Partnership (TPP), the Tameside Health and Wellbeing Board (HWBB) and the Tameside Inclusive Growth Board.

- 5.3 Likewise, delivery against the priorities is enabled through a range of key projects and initiatives. These include, but aren't limited to, Ashton Public Realm; Hyde Town Centre Masterplan; Stalybridge Strategic Plan; Family Hubs; Improvement Plan for Children's Services; Hawthorns School; Adolescent Hub; cultural framework; Places for Everyone; anti-social behaviour policy and action plan; Real Living Wage Foundation accreditation.
- 5.4 Monitoring and reporting on delivery of the corporate plan will be through progress updates on the key projects and a refreshed corporate plan scorecard. These will be reported publicly through democratic channels such as the Executive Cabinet and Overview and Scrutiny Panels, and communications channels such as press releases, the Citizen and social media.
- 5.5 The delivery of the new corporate plan will be supported by the new strategic performance and delivery framework agreed by the Executive Cabinet in September 2023 and attached at **Appendix 2**.

6. RECOMMENDATIONS

- 6.1 As set out on the front of the report.