

CORPORATE PLAN 2024-27

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1. FOREWORD

Welcome to the new Corporate Plan for Tameside Council.

Our new plan is an unashamedly ambitious document that aims to build an energy in our communities and a confidence in our residents that we are delivering for Tameside. It will provide the foundations for a broad agenda to take the fight to the cost-of-living crisis, encourage jobs and business growth, reduce economic and health inequalities and give all our residents the best start in life and the opportunity to thrive.

The Covid-19 pandemic, followed immediately by the cost-of-living crisis, has exposed and exacerbated deep structural inequalities that need to be tackled. For too long the story of Tameside, and Britain as a whole, for some of our most vulnerable communities has been characterised by low wages, unaffordable and poor-quality housing, inadequate social security, poor health outcomes, and insecure employment. The urgency with which we need to act means we cannot wait for national government to save the day. We can, and must, roll up our sleeves and make a difference ourselves.

This plan sets what we believe are the key priorities to make that difference. Importantly, we also state how we will do it with clear and transparent reporting that will demonstrate our progress. We do not want these to be empty words on a page but a commitment to the residents of Tameside that their elected representatives have listened to the concerns they report to us and will leave no stone unturned to improve their lives, be they young, old or anything in between.

In particular, I want to highlight a few key areas that our Corporate Plan focuses on.

Thanks to our commitment to Inclusive Growth, we have greenlit a range of exciting and ambitious public development projects across Tameside that will provide a springboard for further opportunities to generate employment, investment and improved public spaces. We will be paying special attention to our town centres, investing in them to be the revitalised hearts of our communities.

But these efforts to reinvigorate local communities will be in vain if we do not then keep them clean and safe. Therefore, we are also prioritising increased efforts on working with partners, such as community groups and Greater Manchester Police, to address anti-social behaviour, fly-tipping and other activities that can blight people's lives. We also recognise the need to act now on the climate change and biodiversity emergencies. We want Tameside Council to play a community leadership role on these critical issues and will strive to ensure that making the environmentally friendly choice is an option available to everyone, not just a luxury for the more affluent.

The move from local Clinical Commissioning Groups (CCGs) to a Greater Manchester Integrated Care system opens up some really exciting options to work together to plan and deliver health and social care that puts the needs and quality of life of our residents at the front and centre.

Children's Services require further improvement and is a major priority for the council. A refreshed Improvement Plan is now in place and the service has the skills, capacity and leadership to make significant change. Adults are preparing for a new regulatory framework from the Care Quality Commission (CQC) while dealing with an ageing population. The latter means we have to do whatever we can to help people live at home – which means better outcomes for them and enables us to help more people.

Despite the shared challenges we face, we have an incredibly exciting opportunity ahead of us to build back better, fairer and greener. I truly believe that this can be Tameside's time, and I have every faith that this Corporate Plan and the dedication of council staff, partners and communities will turn that hope into a reality for us all.

Cllr Gerald P. Cooney
Executive Leader
Tameside Council

2. CONTEXT

The borough of Tameside consists of nine towns, with a mix of historic market towns, and urban and rural landscapes. We are home to a population of nearly a quarter of a million residents across 100,000 households. Our population is predominantly White British; however, Tameside has experienced growth in diversity and is home to many communities, with significant populations of those with Pakistani, Bangladeshi and Indian heritage; and increasingly from African and Caribbean heritage. Similarly, there is a wide array of languages spoken within the borough, with household languages other than English including Urdu, Polish, Bengali and Portuguese.

Most residents enjoy a good standard of living, with over 95% of our primary schools being rated "Good" or better by Ofsted, a wide range of cultural and leisure activities, and a comparatively low level of crime compared to the GM average (26,151 recorded crimes in 2022, compared to a GM average of 33,835). However, there are areas of deprivation within the borough. Life expectancy in the most affluent areas is 8.7 years longer for men and 7.9 years longer for women than those in the most deprived. Net household income (after housing costs) varies from £17,100 in the most deprived areas and £29,100 in the most affluent.

Tameside has a rich industrial history, playing a vital role in the cotton and coal industries of the 19th and early 20th centuries. Today we are home to a range of industries, the main areas of employment being retail, human and health activities, and construction, with digital industries as a priority growth area. Employment in the borough is comparatively high compared to Greater Manchester, with 55.8% of the population in employment compared to the 54.6% GM average, however the quality of employment is low, with Tameside having the lowest portion of jobs in Great Manchester paying the Living Wage.

We have an ageing population; since the 2011 census there has been 0% population change in those aged 0-49, but a 16% increase in those aged 50+; our highest proportion of residents are between 50-54, compared to the England average of 30-34.

3. OUR VISION, PRIORITIES AND OBJECTIVES

VISION:

“A place where everyone can achieve their hopes and ambitions”.

PRIORITIES:

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

Best start in life:

Objectives:

- Enhance early years' health, support and childcare provisions and prioritise early identification of those needs
- 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 through collaboration and sharing information

Opportunity to learn and earn:

Objectives:

- Ensure all children have a high quality, enjoyable and inclusive education that enables them to achieve their full potential.
- Promote lifelong learning and upskilling programs for adults.
- 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 support business growth and social enterprises.
- Promote fair wages and equitable employment practices.

Safe, green and supportive communities:

Objectives:

- Enhance community safety through crime prevention initiatives.
- Champion and deliver environmental sustainability including waste reduction, recycling and reuse.
- Increase the supply of high-quality, affordable homes and improve the housing circumstances of those most in need
- Invest in community infrastructure and facilities.
- Design sustainable town centres and other public spaces based around resident needs

Healthy and active lives

Objectives:

- Develop system-wide responses to reduce health inequalities and improve health outcomes for all residents.
- Support people to be as resilient and independent as possible.
- Enhance access to and quality of care for those who need it
- Provide early support for children and adults at risk of poor mental health and loneliness
- Encourage and support people towards more healthy behaviours.
- Enhance and promote preventative care.

All of 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.

The Corporate Plan is also supported by a number of important thematic strategies. Examples of these are listed below with a full list of the latest versions on our website [here](#)

- Medium Term Financial Strategy (MTF)
- Inclusive Growth Strategy.
- Housing Strategy.
- Children and Young People’s Plan.
- Early Help Strategy.
- Foster Friendly Employer Policy.
- Equality Strategy.
- Poverty Strategy.
- Health and Wellbeing Strategy (incl. the Locality Plan).
- Adult Social Care Strategy.
- Carers Strategy.
- Local Plan (and Places for Everyone)
- Ashton Public Realm Strategy.
- Ashton Mayoral Development Zone (MDZ) Framework.
- Hyde Masterplan.
- Godley Green Garden Village outline planning application.

4. PRIORITY PROJECTS

As part of the Corporate Plan, we have developed a number of priority projects. These projects are those that are seen as key to delivering on the ambitions set out above and explain what the council is trying to achieve. Some examples of the projects are listed below with the full list at **Appendix 1**.

- Children’s Social Care Improvement Plan
- SEND Improvement Plan (and Written Statement of Action)
- Adolescence Hub and SHIFT (child exploitation)
- Quality of practice in adults and preparing for CQC.
- Living Well at Home
- Workforce Strategy

We will provide regular updates on these projects via formal reports to meetings in public, press releases, the website, the Citizen, social media and bespoke updates as required.

5. EVIDENCE

To develop our vision and priorities we have used evidence from a variety of sources.

Statistics about our communities.	Information from the many conversations we have with residents & their communities.	Performance data about who uses services & how they work for residents & communities.
Census 2021 Needs Assessments National Datasets Performance information from our services Data from other agencies e.g. Police or Health	Surveys Resident's views of our services Focus Groups Partnership Engagement Network Conversations with Elected Members Service User Panels	Adult Care Children's Social Care Housing and Homelessness Welfare Rights Schools Libraries Waste Management Trading Standards Planning

6. KEEPING RESIDENTS INFORMED OF PROGRESS

We want to be transparent about how we are performing against the objectives set out in this plan. We will therefore publish and monitor a basket of performance indicators (measures of data that we track over time) to check that we are moving in the right direction, at the right speed and can compare our performance with others. A table of the performance measures that support the Corporate Plan can be found at [Appendix 2](#).

Updates performance against these indicators can be found on our website [here](#)

We will also provide more descriptive progress updates on the Priority Projects mentioned above and new ones as they develop. These can be found on our website [here](#)

Additionally, our Overview and Scrutiny Committees challenge the performance of Council services and local partnerships, including local health services and crime and disorder issues. Reports from Scrutiny can be found [here](#)

7. FEEDBACK

Another important part of meeting the priorities set out in this plan is for people and communities to have more say in the way the services they use are delivered by the Council. Having empowered and resilient communities, drives accountability within services and ensures that residents needs are met.

Over recent years we have taken significant steps as a Council to improve the way we consult and engage with citizens, and to ensure that consultations have a real impact on the way changes in this city are being delivered. In 2022, for example, we had 21 engagement projects on our Big Conversation platform, commissioned an independent organisation to survey more than 5000 resident's views of the Council's performance and ran three Partnership Engagement Network events, discussing a range of topics as well as a range of other events and panels specific to different areas of work.

Tameside Councillors are also keen to hear from residents, especially on local issues. As more people are struggling with the cost of living, being open and responsive to your needs is more important than ever.

Despite this, we want to hear from even more people and a broader range of people. Anyone interested in giving their views can visit:

Surveys asking for resident's opinion on proposals - [The Big Conversation in Tameside](#).

The opportunity to give views on topics through a combination of presentations and structured workshops and discussions - [Tameside Partnership Engagement Network \(PEN\)](#)
