

Report to:	EXECUTIVE CABINET
Date:	29 July 2020
Executive Member:	Cllr Oliver Ryan, Executive Member (Finance & Economic Growth)
Reporting Officer:	Jayne Traverse, Director of Growth
Subject:	GROWTH PRIORITIES
Report Summary:	This report provides an overview of the Growth Directorate area programme relating to the priorities as agreed by Council in February 2020 as well as noting the impacts of the Covid-19 pandemic.
Recommendations:	<p>It is recommended that Executive Cabinet:</p> <ul style="list-style-type: none"> (i) Agrees to the progression of projects as timetabled in Appendices A and B; (ii) Note the Covid-19 pandemic opportunities and challenges as identified within the body of the report and Appendix C; (iii) Note that further reports will be submitted for consideration in due course in respect of funding opportunities to align with the work programme.
Corporate Plan:	The Growth priorities are in line with the aims of the Corporate Plan.
Policy Implications:	In line with policy.
Financial Implications: (Authorised by the statutory Section 151 Officer & Chief Finance Officer)	<p>An additional £2m was approved in the 2020/21 budget to enable corporate priority schemes identified for the Growth Directorate to progress.</p> <p>Consideration needs to be given to establish if all of this funding identified is still required based on the proposed priorities and timelines. If all of the funding is not required in 2020/21 due to delays in delivery as a result of the pandemic, or a change in priorities, then this need to be identified as soon as possible to relieve pressure on the overall Council budget.</p> <p>Further analysis of the future spending profiles need to be undertaken in response to proposed timelines of the Growth work programme.</p> <p>Further reports will need to be submitted in respect of the revised programme, as the funding requirements must not exceed the current budget provision.</p>
Legal Implications: (Authorised by the Borough Solicitor)	<p>This report provides Members with a helpful oversight in relation to the growth priorities and work programme.</p> <p>Individual governance and key decisions will still need to be taken on a project by project basis as they are re-scoped and progressed – recommendation 1 does nothing more than give support to the projects in Appendices A & B being the programme of work. It doesn't provide the necessary governance required by law for each project, which will need to come forward separately in usual manner</p>

The Council has a number of statutory duties to ensure a balanced budget so outgoings must not exceed incoming funding so we are required to cut our cloth and in delivering our priorities which must be to reduce inequality we must do so efficiently and effectively.

Risk Management:

Risks associated with the project are set out within the body of the report.

Access to Information:

The report is to be considered in public.

Background Information:

The background papers relating to this report can be inspected by contacting Julie Burke, Head of Major Programmes



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1 INTRODUCTION

- 1.1 This report provides an overview of the Growth Directorate area programme relating to the priorities as agreed by Council in February 2020 as well as noting the impacts of the Covid-19 pandemic. The current profile of the programme delivery is summarised in **Appendices A and B**. As to be expected with projects of this nature progress is often dependent on securing external funding. Therefore these projects will also be subject to their own oversight and decision making as set out in section 3.
- 1.2 The Covid-19 pandemic already has and will continue to reveal a number of challenges and opportunities relating to each project within the programme; these have been presented in **Appendix C – Challenges and Opportunities**, together with potential response.

2. GROWTH PRIORITY AREAS

- 2.1 The Council priorities for the Growth Directorate have been defined and approved in February 2020 as:
1. **Children’s Services 7 Point Plan** - intended to secure the long term sustainability of Children’s Social Care Services. The Growth Directorate is to deliver the property solutions in support of the plan; and
 2. **Growth** – Intended to deliver a number of initiatives across the borough including Town Centre Masterplanning, development of the Strategic Asset Management Plan, development of key Strategic Sites and the Mottram By-pass Impact Report. Inward investment secured will have wide ranging economic and multiple service area benefit.
- 2.2 The Growth Directorate is driving a delivery programme focusing on the following sites, areas and strategies to achieve the priorities outlined above and which ultimately trace back and support the Council’s Corporate Plan and the GM Strategy:

Developing Strategic Sites
Godley Green
Ashton Moss
St Petersfield
Hattersley
Town Centre Regeneration
Vision Tameside, Ashton-under-Lyne
Stalybridge Town Centre Challenge
Droylsden
Hyde
Denton
Strategic Connectivity
Mottram Bypass and Glossop Spur
Employment & Skills projects
Various projects/ plans linking into the various town centre and strategic site development
Strategies and Plans
Inclusive Growth Strategy
Housing Strategy/Delivery Plan
Strategic Asset Management Plan (SAMP)
GMSF/Local Plan

- 2.3 Other key workstreams on a planning and strategic level will also feed in to and support the above programme such as the Strategic Housing Land Availability Assessment (SHLAA), SOAHP Funding Bids.

3. DEVELOPING STRATEGIC SITES

Godley Green Garden Village

- 3.1 In October 2019, Executive Cabinet approved the Council to enter into an agreement for £10 million of grant funding from Homes England for a 2,350 new homes masterplan in Hyde's green belt, with a deadline for the delivery of the infrastructure by March 2022. The proposal is part of the second draft of the GMSF and makes up a large proportion of the Councils allocation and also supports several Corporate Plan/ GM priorities and Council policies/strategies.
- 3.2 Strategically, the development has significant influence on other priority areas, namely Hyde town centre. The delivery of 2,350 new homes will impact significantly on the town centre increasing demand on services and provision in health, retail, leisure and transport and will help to evidence a redefined town centre offer.
- 3.3 The Godley Green project is currently in RIBA Plan of Work (2020) Stages 2/3 – Concept Design/Spatial Coordination, aiming to culminate in a planning application at the end of 2020 in order to meet the Housing Infrastructure Fund milestones. These stages consists in the main of desk based activities including design studies, engineering analysis and costs exercises to test the concept and result in a spatially coordinated design aligned to updated cost plan, project strategy, outline specification, and planning submission. The majority of these workstages have continued in earnest throughout the COVID-19 lockdown, and some site based survey work may also continue subject to adherence to government guidelines.

Ashton Moss

- 3.4 Ashton Moss is proposed to be removed from the greenbelt as contained within the Greater Manchester Spatial Framework. It is Tameside's largest employment site and represents a major opportunity for Tameside and the east of Greater Manchester to deliver high quality employment floorspace primarily falling within the B1b, B1c and B2 use classes, aimed at delivering facilities suitable for identified areas of economic strength and key growth sectors within Tameside and Greater Manchester. With close proximity to rail, tram and motorway connections as well as a dark fibre network Ashton Moss West is recognised by Tameside Council as a unique site in the context of both Tameside and Greater Manchester.
- 3.5 The Greater Manchester Independent Prosperity Review's work on economic complexity and supply chain development, shows that Tameside, and its neighbouring boroughs existing strengths in areas such as textiles, chemical engineering and construction materials, offer opportunities to develop more advanced manufacturing and engineering businesses across a number of subsectors. With a location quotient of 2.1 for the manufacturing and engineering sector as a whole, and 1.5 for the advanced manufacturing and materials sector, the borough is one of the leading established locations for these strategically important sectors.
- 3.6 Three key challenges for the site are 1) the site's green belt designation, 2) site remediation costs/ constraints, and 3) the land is currently within multiple private ownerships. Workstreams have been identified and in are progress to secure development and land owner collaboration which delivers higher quality and better paid employment opportunities on the site for Tameside residents.

- 3.7 The Ashton Moss project is currently in RIBA Plan of Work (2020) Stage 0 – Strategic Definition. This stage includes completion of site appraisal work and developing a business case for the option that best delivers the stakeholder requirements. This early stage requires progression of liaison and agreement with landowners in the context of the Corporate Plan and GMSF as well as the procurement of a client team to progress relevant studies. All of these tasks are able to continue during COVID-19 lockdown, subject to availability and capacity of landowners, their representatives and officers. The Council has secured in principle £275k for the project from the GM Evergreen Surplus Funding Round II; it is therefore a priority to continue this workstream to meet the funding spend deadline (December 2021) and also to bring the site forward to secure highly skilled and paid employment opportunities, to help the Tameside economy emerge from its current downturn as a result of the pandemic.

St. Petersfield

- 3.8 The St. Petersfield development so far has delivered modern, high quality office space to the west of Ashton Town Centre and accommodates organisations including an Enterprise Centre and NHS facilities, and Ashton Old Baths is targeted as a hub for digital and creative businesses. Established as Tameside’s urban business quarter, the development area has further plots available, capable of delivering up to 30Ksqm of additional office accommodation including grow-on office space.
- 3.9 St. Petersfield is seeing small business creation in the digital industries, leading naturally to this area being the focus for an emerging digital area in Ashton town centre. The presence of health services, data centre functions, and high capacity broadband provision, gives St. Petersfield the potential for innovation in the Digital Media Culture and Technology and Health Innovation target sectors.
- 3.10 The St Petersfield plots are at various stages of development; however all sit within the early RIBA plan of work stages, which in the main include desk based activities. The procurement of a client team is required to undertake defined outputs and the Council has secured in principle £127k from the GM Evergreen Surplus Funding Round II to contribute to this. As with Ashton Moss, the tasks must be completed by December 2021 and the development of St Petersfield could also help the Tameside economy emerge from its current downturn as a result of the pandemic.

Hattersley

- 3.11 Hattersley is a regeneration scheme with many notable successes, transforming an area suffering from deprivation and neglect to a place where residents feels it is a much nicer place to live who are happy with the improvements made to date. Since 2006 it has considerably improved the quality of the housing stock, upgrading of existing stock and the construction of new housing. A Tesco Extra retail store which employs over 100 local people has helped fund the development of the ‘Hub’, a local community centre (*Heseltine Institute Report, 2017*).
- 3.12 Delivery of many interventions included within the original Collaboration Agreement is now complete but with some parts remaining including improved public realm works. This is all in addition to other areas under consideration and development for improved healthcare facilities and extra care housing provision.
- 3.13 An agreement between the Council and Onward to deliver public realm projects is being drafted and almost complete. Once the agreement is executed, delivery of public realm works may proceed in terms of application and design, however the physical works will need to be reviewed in light of COVID-19 restrictions and government guidance.
- 3.14 Whilst the Hattersley programme is much further developed than other strategic sites, there still remains the administration of the Hattersley Land Board, the public realm delivery and other projects which require continued officer administration, input and oversight even through the COVID-19 pandemic lockdown period.

4. TOWN CENTRE REGENERATION

4.1 Town centres are at the heart of Tameside's local communities. They are the hub for economic, social, civic and leisure activities and provide an insight into the people, culture, diversity and economic prospects of the area. Town centres are the economic engines of our communities, propelling enterprise, driving prosperity and providing jobs for local people. Tameside Council's ambition for the regeneration of several of its town centres is reflected in the Corporate Plan by aspiring to build successful lives, strong and resilient new communities, invest in a local and vibrant economy and promote healthy lives in a revitalised area.

4.2 Prior to the COVID-19 pandemic, the high street in town centres across the UK had already experienced significant decline due to a number of factors, and not just the change in shopping habits moving from store to online. Amongst much research on revitalising town centres, the Institute of Place Management has reported on 50 factors that affect high street performance and now more so than ever Tameside Council must consider its town centres in the context of these variables, with each priority town being able to respond to these factors to a greater or lesser extent. The decline in retail does mean that all town centres, regardless of location must diversify their offer by attracting and retaining residents and visitors through the introduction of a greater level of leisure, health, residential and service uses.

The 'Pandemic' Town

4.3 It is not clear what our towns and cities will look like after the end of the COVID-19 pandemic but there is much consideration and speculation at present to the effect it may have on our town centres and how it is altering and possibly displacing their social and economic role. As more data is gathered moving forward, the true impact will then be evidenced. Due to social distancing and government guidelines, the majority of service based and non-food retail, hospitality and leisure businesses remain closed. Footfall has declined in town centres by 81.4% compared to the same period last year (Springboard, 2020). The relatively short period of disruption has already triggered the first wave of store closures, both major brand retailers and small independents, impacting first on the most vulnerable businesses, whose position was fragile even before COVID-19.

4.4 It is likely that bankruptcies will follow the economic shock of COVID-19, putting at risk many jobs which will in turn have a significant impact on the attractiveness of our towns. Not only will their offer be reduced as fewer businesses come back to our town centres, but there may be less demand for these businesses in the future.

4.5 Vacant property and sites are likely to increase, and so strong business support is required together with town centre masterplanning that responds to and is considerate of the number and location of the voids. Equally, the Council's Strategic Asset Management Plan will also need to flex in response to these spatial shifts.

4.6 Prolonged lockdown may also fundamentally change consumer behaviour, as people become dependent on having products delivered to their home. People are getting used to exercising at home and have bought gym equipment may not go back to the gym; employees who are able to work from home more effectively, may not return to the office; friends now socialising online may no longer meet up as frequently.

4.7 However, all that said and whilst headlines before COVID-19 referenced the 'death of the high street', 80% of shopping is still done in store (Office for National Statistics, October 2019); the shutdown of the majority of retail stores during this period highlights that you don't know what you've got until it's gone.

4.8 The COVID-19 pandemic is also causing people to rethink their relationship with their community. It has been suggested that "evolving social attitudes towards your local high

street and your community, and subsequent behaviour, may be the answer. If you visit your high street, spend there and support your local shops – particularly those independents – then those establishments will be there for you. When the current restrictions ease and some degree of normality returns, there's likely to be a pent-up desire to shop and spend. Combined with a more community-minded spirit, which is arising as we support one another in our local collaborative fights against the pandemic, a renewed appreciation of our local high streets may also emerge.” (Andrew Marshman, Merchant Retail).

- 4.9 It should also be recognised that some local high street businesses have evolved in rethinking how they serve their customers by way of digital transformation and have become more engaged in their community which could drive long lasting loyalty and an appreciation for the high street. Some of these stop-gap measures could become part of a more permanent shift, and long-term, businesses could consider how to implement technology and solutions that support these new models. This could in turn lead to opportunities in Tameside for a new eCommerce to be supported by its digitally creative industries.

Town Centre COVID-19 Framework

- 4.10 The Institute of Place Management has designed a four stage framework to be used by local authorities, Business Improvement Districts and policymakers to ensure as many businesses and consumers return to the high street as possible, as well as encouraging to people to think about what type of town centre they want in the future.
- 4.11 The framework bears similarities to risk management and disaster reduction frameworks as it calls for systematic analysis of data, coordination, collective leadership and management of our towns and cities through a series of preparedness, response, and recovery measures. The framework consists of four stages designed to help towns and cities to recover after the pandemic:
- **Crisis:** Immediate actions to be done now and in the foreseeable future (small business grant funding of £10,000; retail, hospitality and leisure business grant funding of £25,000);
 - **Pre-recovery:** As well as dealing with the current crisis, place managers and leaders start planning for recovery, working together on good ideas and plans to encourage people back to our high streets – recovery will depend on building more local capacity for action and effective mechanisms for coordinating this (Ntounis, 2018);
 - **Recovery:** There will be no one-size-fits-all solution, however; collating stories about how places across the UK and internationally are recovering will be crucial for town centres to learn from each other and adopt suitable approaches or new remedial action. There may be new public-private partnerships attracting investment and the emergence of more grassroots projects can be expected as a result of the pandemic. There has already been seen at the crisis stage, the enormous creativity and ingenuity of individuals and businesses – and it must be ensured this is nurtured in the recovery stage, and not side-lined in an attempt to go back to how things were;
 - **Transformation:** The conscious attempt to improve high streets, towns, cities and commercial areas – to do more than recover but to innovate and address new challenges, such as climate change, decarbonisation, economic inequality, social justice etc. Transforming town centres must also aspire to offer a good range of goods and services for visitors, a good trading environment for businesses and a good quality of life for their residents.

Post-COVID-19 Framework for Recovery



4.12 Whilst having not officially adopted this framework for its town centres during this period, the Council has already delivered and are beginning tasks in line with this thinking and should continue to do so. For the Growth programme this has meant, and could mean:

Crisis

4.13 The Council has continued to communicate with town centre businesses and Council tenants, endeavouring to provide the latest information and advice in ever changing circumstances. A new group, the Prosperous Economy Business Leaders (including Ikea) has been assembled to meet weekly to act as a sound board and help the Council respond to business needs and to inform the Economic Recovery Plan.

4.14 Further to the small business and hospitality fund, the Council is also providing additional financial support through a discretionary Business Grant Fund of £2m, as considered and approved by the COVID-19 Board 3rd May 2020.

4.15 Additional funding opportunities are now emerging including the 'Reopening High Streets Safely Fund' from the MHCLG and ERDF. This fund will share £50m across Councils in England to support the safe reopening of high streets. This will allow measures to be put in place to establish a safe trading environment and will run to the end of March 2021. This will be the subject of a separate report to the COVID-19 Board, but in the meantime, an Officer task and finish group has been assembled from the corporate recovery Economics & Business Impacts Group to review eligibility criteria and Government requirements for administering the fund and recommendations will be brought forward in due course.

4.16 Hatch Regeneris, an independent economics consultancy has been commissioned to produce a report providing an Economic Baseline Study of Tameside whilst benchmarking the borough against other local authorities within Greater Manchester, the sub-region and nationally. The data output for this is now being reconsidered in light of the COVID-19 pandemic. The new outputs are likely to reinforce the conclusions already made for Tameside in identifying target sectors - Advanced Manufacturing and Materials, Digital Media Culture and Technology, and Health Innovation; each of these sectors will positively contribute to a post Covid-19 society and help to build the economy.

4.17 This data contributed to the Economic Analysis Report which was considered by the COVID-19 Board on the 20 May 2020.

Pre-recovery

- 4.18 The Growth programme will continue to be monitored and revaluated to build capacity back to recovery. This may include rescheduling public consultations so that they will be of value, rather than capturing opinion at a time when peoples focus is elsewhere and response may be limited.
- 4.19 Recovery will depend on building more local capacity for action and effective mechanisms for coordinating this – actions/ interventions have been recommended as outlined in Section 1.5.

Recovery

- 4.20 Collaboration with other Local Authorities and the private sector will be essential. Opportunities for officers to attend forums within the region should be financially supported, so officers do not miss out on current thinking and trends.
- 4.21 Ikea-backed housebuilder BoKlok has selected modular housing start up TopHat to build its timber frame homes in the UK (reported 21st May 2020). The modular housebuilder jointly owned by Ikea and construction firm Skanska last year secured its first two UK projects and announced its intention to grow. Given Ikea already has a presence in Tameside, this could be the perfect opportunity to build on that relationship and promote Tameside's strategic sites (Ashton Moss) for manufacturing opportunities, and investigate a partnership approach to help deliver Tameside's housing delivery programme.

Transformation

- 4.22 The conscious attempt to improve high streets, towns, cities and commercial areas should be progressed in a considered way. Turning voids in town centres into occupied buildings and spaces, including housing must still be done within the context of a wider strategy and Vision for the town; it must not be filling voids at any expense. Masterplans for the priority towns therefore become much more effective than just being a long term strategy, they should be able to identify quick wins, but also be flexible enough to respond to requirements as the town emerges from the COVID-19 pandemic and capture creative solutions to the problems which have risen.
- 4.23 Town centres have now been designated as an 'accelerator project' as part of the council's recovery plans, to respond to the impact of as well as embracing opportunities now afforded as a result of the Covid-19 pandemic.

Vision Tameside and Ashton-under-Lyne

- 4.24 Ashton is the largest of the market towns in Tameside and considered to be the sub-regional centre. It has seen recent interventions such as Tameside One, a new market hall and market square following the loss of the previous market hall in a fire in 2004, a new metrolink tram stop with a soon to be completed new bus station forming a transport interchange. Whilst these developments have benefited the town, a wider strategy/vision is required to create a cohesive town that is considered alongside other priority areas including St. Petersfield.
- 4.25 Two factors noted by Institute of Place Management which are particularly relevant to Ashton are Collaboration and Connectivity. Whilst evidence linking collaboration between stakeholders and retail performance is limited, the premise is central to much of town centre and place management, and Tameside Council has a promising opportunity to engage/collaborate with key stakeholders including Ellandi, the owners of the Ladysmith shopping centre in sharing information, data, ideas and vision and are keen to progress with us through the pandemic. There is further evidence to demonstrate that connectivity impacts on retail centre performance. Key linkages as part of a vision for Ashton town centre have previously been defined as running from St Petersfield, along the historic core to the Market Square and this theme will remain in taking forward the vision for the town centre.

- 4.26 As noted by the Institute of Place Management, Councils need to take a proactive approach to the recovery of its town centres. The many opportunities relating to Ashton town centre including St Petersfield and by extension it's out of town strategic sites (Ashton Moss), as well as it being the sub-regional centre means that it is well placed to succeed in driving economic recovery in the borough.

Stalybridge Town Centre Challenge

- 4.27 In February 2018, the Greater Manchester Mayor, launched the Greater Manchester Town Centre Challenge - an ambitious new initiative to regenerate urban centres across Greater Manchester. Stalybridge was agreed as the Tameside town centre. While the Town Centre Challenge itself does not bring with it extra pots of money, it is an opportunity to raise the profile of Stalybridge and attract investment from a range of organisations. This has been evidenced in the Council securing funding from the GM Evergreen Surplus Fund Round I for £130K, and more recently £1.275m from Historic England's High Street Heritage Action Zone (HSHAZ) initiative.
- 4.28 In February 2020, Executive Cabinet approved the Stalybridge Town Centre Challenge Strategy and Action Plan which had been developed in response to public consultation feedback. Work-streams borne out of the Action Plan will be progressed, in parallel with the programme design for the HSHAZ and inclusive of partnership working with key stakeholders such as TfGM.
- 4.29 The HSHAZ programme officially started on the 1st April 2020, and the expectation by Historic England is that successful bidders will be appointing resource and proceeding with the programme. The programme has a four year timescale; however the onset on the pandemic has resulted in some time lost by both parties. For example, the funding agreement terms and conditions are yet to be agreed and a formal agreement therefore yet to be entered into.
- 4.30 Desk based workstreams can be progressed given the programme is at the early stages of development such as scoping of feasibility study requirements. Other long term identified priorities within the Stalybridge Town Centre Action could be postponed in order to focus on the immediate projects which have secured external funding.

Droylsden

- 4.31 Droylsden is situated approximately 2.5 miles to the west of Ashton-Under-Lyne and 4 miles to the east of Manchester and as such is very well located for commuting and access to/from leisure and retail activities by road and tram. The Droylsden Marina housing scheme has been immensely successful offering high quality living within easy reach of Manchester City Centre. A comprehensive masterplan for Droylsden is to be progressed including a response to the condition of the library building and Concord Suite, and encompassing other opportunities relating to the retail centre offer and collaboration with New Era (shopping centre owners) and the realisation of the potential on Market Street including health care consolidation.
- 4.32 Some aspects of the Droylsden masterplan should be progressed, namely obtaining decisions relating to the library, the void ground floor units in the Greater Manchester Pension Fund building, the Concord Suite and the Development Agreement with Watkin Jones at Droylsden Marina. There is significant property and cost issues for each of these assets; the Concord Suite and Library are at the end of their span, the Greater Manchester Pension Fund building remains unlet, and the Watkin Jones site remains undeveloped. Unlocking the potential of these buildings/ sites should be considered as a first phase of a long term strategy for the town centre. The remaining workstreams, namely the retail core masterplan and Market Street redevelopment, could potentially be postponed and progressed as the second/third phases.

Hyde

- 4.33 An expression of interest was submitted to the One Public Estate (OPE) and the British Property Futures (BPF) challenge bidding round in 2019. The cornerstone of the OPE and the BPF Challenge is taking fresh perspectives and developing novel solutions to problems to help overcome challenges. The proposal area had to include publically-owned property assets to support the OPE ethos of cross-public sector working. Tameside's proposal was selected by OPE/BPF from 25 applications and was successful with grant funding of £100,000 awarded. The OPE programme and its associated funding has already contributed to a public consultation (completed March 2020) which will kick-start the development of a much wider masterplan and regeneration strategy for the town and its future growth opportunities.
- 4.34 Hyde town centre has particular regard to the Godley Green garden village development. The development site is within walking and cycling distance to the town centre and as such the impact of Godley Green on the town will be significant and vice versa. It is likely there will be an increase in demand for health care services, for retail provision, the requirement for an evening and night time economy and improved public transport.
- 4.35 The two projects are inextricably linked, with the benefits transferred to the town centre supporting the Godley Green planning application which will be considered under very special circumstances. The coexistence of these schemes will strategically place them both well in preparation for future funding opportunities such as further High Street Funding and Housing Infrastructure Funding.
- 4.36 The funding deadline for spend is March 2021, and in order to not lose momentum, funding or support for the Godley Green planning application, the programme must be continued, if not accelerated.

Denton

- 4.37 Denton town centre is five miles east of Manchester City Centre and easily accessed from junction 1A of the M67. It is well supported by small independent retailers and a larger retail offer such Sainsbury's and Crown Point North. More recently it has seen the opening of a new Wellness Centre which was completed ahead of schedule. The centre offers leisure, health and wellbeing facilities and activities for all ages and abilities built around a person's whole wellbeing.
- 5.38 There has been no delay to the progress of the demolition of the old baths as yet, despite utility companies only undertaking emergency work during the COVID-19 pandemic (meaning that disconnections cannot be carried out); surveys are being completed and a planning application for demolition has recently been submitted. The cleared site will be considered for further development opportunities and/ or within the Strategic Asset Management Plan.

5. STRATEGIC CONNECTIVITY

Mottram Bypass and Glossop Spur

- 5.1 The existing A628 TransPennine route connecting the M67 at Mottram to the M1, north of Sheffield, consists mainly of long sections of single carriageway road with steep gradients and sharp bends. Unfit for present day needs, Highways England and its predecessors have attempted to bring forward a number of improvements to the route over many years.
- 5.2 The Government's current Road Investment Strategy (2015/16 – 2019/20) included a number of separate trans-Pennine road related initiatives, of various complexity and design. Following a wide ranging statutory public consultation initiative in early 2017, Highways England announced in late 2017 that the elements below were being taken forward to the next stage of development. These are the:

- Mottram Moor and A57 (T) to A57 Link Roads
- Safety and technology improvements

5.3 In addition to the above, Highways England stated that some work at Westwood Roundabout to improve congestion and traffic flows will be taken forward.

5.4 The Mottram Bypass and Glossop Spur is currently in the Development phase of the project lifecycle, and Highways England is currently working with newly engaged consultants to take the project forward.

5.5 Works are still progressing on the traffic modelling and air quality workstreams, and once checked for compliance against guidance by Highways England, it will be possible to determine how this may then be communicated to the public prior to a DCO submission. Events are scheduled for Autumn 2020 and Highways England need to establish what COVID-19 restrictions may be in place then as to how they may proceed and/ or impact upon programme. It is likely that the consultation date will also be influenced by the Contractor's timeline once on-board.

6. EMPLOYMENT & SKILLS PROJECTS

6.1 The Employment and Skills service area has drafted an Economic Recovery Report which was presented to Board on 20 May 2020 which identified initial proposals for Tameside's COVID-19 economic recovery response.

6.2 24 items were presented for recommendation and were approved as set out below.

	ITEM	Expected outcomes post COVID
1	Continued delivery of Growth Programme in new environment - Hyde (Godley Green and OPE Town Centre)	Procurement of consultancy to support master planning
2	Continued delivery of Growth Programme in new environment – Ashton-under-Lyne (Ashton Moss/Masterplan/Plot 3000/St Petersfield/Town Hall/Old Baths Annex and Data centre)	Development, investment and employment outcomes
3	Continued delivery of Growth Programme in new environment – Droylsden (Masterplan/ Marina/ Concord Suite/ Library)	Development, investment and employment outcomes
4	Continued delivery of Growth Programme in new environment – Stalybridge (HAZ, Town Centre, Castle St, Caroline St, GMPF site)	Development, investment and employment outcomes
5	Continued delivery of Growth Programme in new environment – Hattersley (Retail/Public Realm/Residential/Station Ticket Office/Envirolab/Stainless Restoration/Health Hub)	Development, investment and employment outcomes
6	Continued delivery of Growth Programme in new environment – Mottram Bypass	Development, investment and employment outcomes
7	Finalise Inclusive Growth Strategy	Framework to deliver co-ordinated inclusive growth over 5 year time line enabling local delivery and funding bids into aligned national and GM strategy.

	ITEM	Expected outcomes post COVID
8	Re-launch Tameside Works First	Targeted and cohesive marketing programme to demonstrate Council intervention and procurement of local contractors
9	Tameside Employment Fund refocused	100 outcomes for young people 16-24 and boost to local businesses in hiring apprentices
10	Targeted economic marketing and communications to support local business (including possible re-launch of Tameside Loyalty Card)	Demonstrate Council intervention in supporting local trade, and increase footfall in Town Centres
11	Targeted employment communications to support residents into work	Increase participation in employability programmes and employment
12	In-Work Progression Pilot refocused	Increase earnings for those in work and demonstrate Council commitment to supporting economic recovery
13	GM Working Well Provision refocused	Working Well provision provides support for 1000+ residents per year in Tameside with employment outcomes for around 20% of the cohort.
14	GM Adult Education Budget Provision refocused	AEB provision in Tameside supports 3000+ (estimate) learners per year to achieve skills outcomes for employment
15	Buying local and in advance to support Tameside businesses, driven by NHS, Tameside Council and CCG procurement task and finish group	Cashflow stimulus to local companies
16	Effective Local Governance including TMBC Business Economy and Employment (BEE) Cell and external Business Leadership Group	Effective and co-ordinated response to business support.
17	Increased TMBC business support capacity Post-Covid	Increased support to the business community and improved TMBC ability to deliver and respond to changing environment
18	Mental health support focused on the needs of the business community	Improved access and participation in mental health services by business
19	Provide training, support or access to funding to improve online presence for small businesses (ask of the Growth Hub and GMCA)	Increased digital presence for local small businesses enabling a shop local approach online.
20	Provide a Tameside shop front grant scheme for businesses	Improved high streets across our town centre and long term investment in local retailers.
21	Increase the reach of the GM Enterprising You	Increased self-employment outcomes
22	GM Business Growth Hub Provision refocused	Improved business support service offer
23	Set up a Tameside Business Resilience Clinic/Business Health Clinic/One stop shop (virtual and eventually face to face offer)	Additional local support, advice and mentoring by industry peers. Increased marketing for business intervention from Tameside Council and business leaders
24	Support Market Business in the post Covid19 environment	Provide a relevant and practical platform for market businesses to flourish

7. STRATEGIES AND PLANS

Inclusive Growth Strategy

- 7.1 The Inclusive Growth Strategy sets out how Tameside Council, the private sector, colleges and schools, the third sector and social enterprises in the borough will work together to grow the Tameside economy ensuring that everyone contributes to, and benefits from, growth to their full potential.
- 7.2 Further economic analysis is scheduled to be commissioned in autumn 2020 to specifically analyse the impact of COVID-19 to date. In addition, the GM Prosperity Review will be re-evaluated in the context of the COVID-19 pandemic impact as part of the GMCA Economic Recovery Plans.

Housing Strategy and Delivery Plan

- 7.3 Housing in Tameside is relatively affordable, with the average house price being 5.96 times the average annual salary across the area. By comparison, across Greater Manchester, the average house price is 6 times the average annual salary, and nationally it is 8 times the average annual salary. Whilst viability issues will remain across Tameside, the housing delivery strategy is an integral part to driving the economy and social benefit on multiple levels including Adult and Children's Services.
- 7.4 The development of the Housing Strategy including a five year implementation plan is progressing well. It has been possible to identify quick wins in year one including utilising existing programmes and projects that already have traction. Key projects/ tasks are noted below:
- Hattersley central new housing scheme, including an extra unit being delivered by Onward;
 - Godley Green Garden Village;
 - Detailed discussions are ongoing with Developers regarding private sites in town Centres;
 - Landlord Licensing - initial work is underway to develop baseline data to inform the decision making process;
 - RP Partnerships are noting commitment to commencing direct consultation to refresh the Partnership;
 - Delivery plans/ tools are being established;
 - The Council's pipeline of needs for Adults/ Children's/ Neighbourhoods is being progressed;
 - A pipeline and acceleration of development on vacant sites is being progressed, for both public and private sites;
 - Policy and Procedures are in development.
- 7.5 The risk recognition and mitigation in response to the COVID-19 pandemic is being developed, including the impact on business continuity, where the Council will develop strategies and action plans with Partners to mitigate economic impacts on the housing sector including Builders and Developers.
- 7.6 The initial response from some Contractors already on site to the COVID-19 pandemic was to seek financial support in response to the Cabinet Office Guidance Notes for Construction Contracts - Procurement Policy Note 02/20 (PPN 02/20) as published on the 20 March 2020 and further amended on the 7 April 2020. The note provides guidance for contracting authorities on how to support suppliers and contractors through the crisis states that all contracts let under the Public Contracts Regulations 2015 (PCR) are subject to the note.
- 7.7 The PPN02/20 guide suggests wording to be incorporated into JCT and NEC contracts as amendments. It defines a "Covid Relief Period" which runs until 30 June 2020 and states that if, during the COVID Relief Period, the Contractor is suffering a COVID Related

Hardship; the Contractor “shall be entitled to include within the Gross Valuation a COVID Relief Payment, which shall be treated as an addition to the Contract Sum”. The “Covid Related Hardship” is defined as “the Contractor’s inability to meet its contractual obligations pursuant to this Contract, having been adversely affected as a result of COVID-19.” The COVID Relief Payment forbids any contribution to profit margin, but does include contribution to Overheads.

- 7.8 Determining whether a Contractor is at risk is at the discretion of the contracting authority and should be taken on a case by case basis but clearly suppliers that are not impacted by COVID-19 do not need to benefit from advantageous terms. The key point was that authorities are expected to apply this relief as broadly as possible to ensure service continuity and protect infrastructure, supply chains and jobs. Suppliers cannot be paid in full under the contract and claim for some or all of the same employees working on the contract under the Coronavirus Job Retention Scheme (CJRS). This is not only a double funding issue, but staff being recompensed under the CJRS would not be able to work.
- 7.9 The Council recognised the key role it has to play in supporting the economy by keeping payments moving through its supply chain. The Council has written to all its suppliers, offering to work with those that are struggling financially or with capacity to deliver, to provide support and flexibility on payment and contract terms.
- 7.10 So that the Council can support its suppliers, the covidsupplier.relief@tameside.gov.uk email address was set up. The Council asked suppliers seeking assistance in this way to contact the email address and their contract manager if they wish to take advantage of any advanced payments or other support, and can meet the open book and performance criteria needed to allow this.
- 7.11 The Council is also working with STaR Procurement to streamline the procurement process to ensure that new goods and services can be accessed as soon as practically possible and to help address any issues with its contracted suppliers.
- 7.12 As an immediate step the Council implemented measures to ensure that all validated invoices will be paid immediately rather than on the usual 30 day terms. Supplier relief is currently available up to the end of June 2020, and this may be extended further at a later date if advised of this by Government.
- 7.13 Build UK Contractor members have reported (20 May 2020) that 86% of infrastructure and construction sites in England and Wales are now open and output has increased to 75% (68% in London). Members who have housing in their portfolios have reported that 67% of housing sites in England and Wales are open, with output improving significantly to 65% (from 29% four weeks before).
- 7.14 On the 6 May 2020 the Chief Executive of Barratt Developments plc wrote to Tameside Councils Chief Executive to notify of the intention to reopen their development sites on the 11 May 2020, with a view to “getting the country building again.” The first phase of construction sites to reopen included Hillside Central and Weavers Place sites, which will deliver 304 high quality new homes across Tameside.
- 7.15 Of Tameside Council Construction sites, all are back on site with new measures in place, and contracts relating to housing adaptations are running at reduced capacity or are planning to return.
- 7.16 It was reported on the 21 May 2020 that housebuilder share prices had increased by 36% (average) since the lows experienced at the start of the coronavirus lockdown following an analysis of 11 listed housebuilders by stock broker Cenkos. However the construction industry is in need for a secure forward pipeline of work in the wake of Covid-19 and the real challenge is about getting enough work for the industry going forward according to the Civil Engineering Contractors Association and the Federation of Master Builders. Whist the

government job retention scheme has helped, and its further extension, without a firm pipeline of work companies still face tough decisions when it comes to an end.

7.17 It has been reported that it is important that the government invests in programmes to retrofit homes and diversify the housing market to increase the stake of SME builders. "It's a great way to get the economy moving if people are upgrading their homes but we need to be looking further than that. I will be pushing for an ambitious national retrofit programme to meet the carbon challenge." (Brian Berry, Chief executive of the Federation of Master Builders and Lead for the repair, maintenance and improvement sector of the recovery planning for the Construction Leadership Council).

7.18 Moving forward, impacts and further measures to be considered are:

- **Construction Sites:** The impact of the track and trace scheme on site workers needs to be monitored, for example if an individual needs to self-isolate, others on site are likely to have to do the same. This could lead to significant ebb-and-flow of works on site impacting on cost and programme including further hardship claims and ultimately impact on service delivery.
- **Construction Contracts and Consultant Appointments:** A Corporate position to be considered and determined about the insertion of COVID-19 clauses within all future standard forms of build contracts and potentially services appointments.
- **Procurement:** Contractors will be ascertaining how to price in 'Covid-19' measures. This is new territory, so collaboration will be key to understand how to price, how to evaluate, how to achieve value for money, and how to incorporate into procurement exercises.

Strategic Asset Management Plan

7.19 The aim of the Strategic Asset Management Plan (SAMP) is to set out the Council's vision, aspirations and objectives for its land and property assets portfolio, and to outline a short, medium and long term plan for how it intends to achieve these outcomes. The plan is currently under review as a result for the COVID-19 pandemic and will be presented through the Governance process to the COVID-19 Board and Cabinet in June/July 2020. The SAMP must take account of and respond to the changing demands within town centres as a result of the COVID-19 pandemic.

GMSF/Local Plan

7.20 Greater Manchester's Plan for Homes, Jobs, and the Environment (the spatial framework) has been put together by Greater Manchester Combined Authority, which comprises the Mayor of Greater Manchester and the leaders of Greater Manchester's ten local Councils; three sites are allocated within Tameside.

7.21 The next phase of public consultation is planned for autumn 2020; any updates on the timetable will continue to be reported through the GMCA reporting mechanisms, particularly any requirements in response to social distancing measures.

7.22 Additional planning policy team members to commence the Local Plan process is subject to ECG approval and a subsequent recruitment process; these posts are likely to be filled September/ October 2020. Meanwhile, the existing resource capacity is primarily being used to progress the evidence base for the GMSF, which will in turn inform the Local Plan.

Environment and Sustainability Plan

7.23 This has been designated by Covid Board as an 'accelerator project' as part of the council's recovery plans, to embrace opportunities now afforded as a result of the Covid-19 pandemic relating to reduced travel and emissions, home working and shopping local.

8. TAMESIDE CORPORATE PLAN AND GREATER MANCHESTER STRATEGY

- 8.1 The Tameside Corporate Plan and the Greater Manchester Strategy underpin the work undertaken by the Growth Directorate and supports the priorities approved by Full Council in February 2020. The Growth Directorate is driving a programme of work which is to be based on clear policy and strategy focusing on town centres and key strategic sites that could positively impact many aspects of resident's lives including employment, homes, health, retail, leisure and adult and children's services. It has been acknowledged that the successful delivery of these schemes will increase the inward investment into the borough and grow the current tax base to contribute to the funding of future services. It is necessary to reference the programme of work in the context of the Tameside Corporate Plan and GM agenda's so that the importance of the programme and the fundamental impact (should any of the projects/ work-streams experience delay) be understood not only at an economic and ecological level but also by way of a person centred approach.
- 8.2 The Tameside Corporate Plan (2018-2025) is a single vision by Tameside Council and Tameside & Glossop CCG which will enable "residents to lead healthy, long and fulfilling lives...accessing jobs and learning opportunities which in turn drives economic growth." Key priorities for the vision are:
1. Very best start in life;
 2. Aspiration and hope through learning;
 3. Resilient families and supportive networks;
 4. Opportunities for people to fulfil their potential;
 5. Modern infrastructure and a sustainable environment that works for all;
 6. Nurturing our communities;
 7. Longer and healthier lives with good mental health;
 8. Independence and activity in older age, and dignity and choice at end of life.
- 8.3 The Greater Manchester Strategy: *Our People, Our Place* has ten priorities which underpin the vision to "make Greater Manchester one of the best places in the world to grow up, get on and grow old":
1. Children starting school ready to learn;
 2. Young people equipped for life;
 3. Good jobs with opportunities for people to progress and develop;
 4. A thriving and productive economy in all parts of GM;
 5. World class connectivity that keeps GM moving;
 6. Safe, decent and affordable housing;
 7. A green city region and a high quality culture and leisure offer for all;
 8. Safer and stronger communities;
 9. Healthy lives with quality care available for those who need it;
 10. An age-friendly city region.

9. PROGRAMME TIMESCALES AND METHODOLOGY

- 9.1 **Appendices A and B** provide a 12 month forward view in light of the Growth and Covid work programmes based upon the current assessment of timescales, urgent matters, and secured funding. It should be noted that in order to fully and completely deliver the whole programme, additional funding will need to be sourced through the capital programme, the private sector or external funding. As each project develops, funding requirements will be defined, together with funding sources being identified and delivery models and procurement routes determined. Decisions required throughout each project will be brought for consideration and approval at the appropriate point within each project programme.
- 9.2 The development of the 12 month programme has been based on several criteria, including:

- Covid-19 – Several work programmes have arisen in response to Covid-19 which requires immediate and short term responses.
- Secured Funding – There are several workstreams with associated external funding, all of which have varying funding agreement milestones.
- Physical Asset or Operational Considerations – Decisions are required regarding some Council owned assets either as standalone buildings as part of a wider strategy or town centre impact.
- Strategy - Relationship and impact with other strategies and services areas such as the Housing Strategy and Delivery Programme.

9.3 **Appendix A** includes additional Covid projects which are based upon the current knowledge of requirements needing an immediate response. It should be noted that Covid has raised not just challenges, but opportunities, as outlined in **Appendix C**, but also the opportunity to effectively accelerate some projects such as Godly Green.

9.4 The potential impact of unemployment and redundancies should be also noted post cessation of the government furlough support scheme which is due to taper off from August 2020 and cease in October 2020 according to advice at the current time. Further Government programmes and initiatives may emerge requiring delivery through the Economy, Employment and Skills service area and also through wider GM forums. Whilst the scale of further initiatives is currently unknown, there is no further capacity within the Economy, Employment and Skills nor the Investment, Development and Housing service areas to respond to any increased demand. Additional capacity required in response to any such further initiatives has not been accounted for within the work programme in Appendices A and B but will continue to be monitored. It should also be noted that this work has been identified as an 'accelerator project' as part of the Economic Recovery Plan.

10. RECOMMENDATIONS

10.1 As set out at the front of the report.

APPENDIX A

Growth Priorities including New COVID Workstreams

RED = Immediate priority

AMBER = Short term priority

GREEN = Medium to Long term priority

Project	Sector	Immediate Priority (0-4 months)	Short Term Priority (4-12 months)	Medium-Long term Priority (12+ months)	Corporate Plan Priority	Comment
COVID-19 RELATED INITIATIVES						
Economic Recovery Plan	Economic Recovery	✓	✓			On the basis of the current economic analysis, risks and infrastructure the ECP sets out to manage opportunities and plans to increase Tameside's resilience and pace of recovery. The plan will adapt to new evidence and data as it emerges.
LADGF	Economic Recovery	✓				Administer discretionary grants to support Tameside businesses demonstrating hardship. This is a time limited initiative requiring a target and quick response.
Reopening High Streets Safely Fund	Economic Recovery/ Public Health	✓	✓			Administer the RHSS Fund to support the reopening of high street and bolster public confidence to return to the town centres. This is a time limited initiative requiring a target and quick response in line with government guidance/ timelines. Majority of resource required immediately, tapering off over 12 months.
Business Resilience Clinic	Economic Recovery	✓				The BRC will provide the extra support and benefit of liaising with businesses during this time of hardship.
Furlough Response	Economic Recovery	✓	✓			In responding to the end of furlough support, there is likely to emerge further projects to support people facing redundancy and increasing unemployment. These projects/ pressures are as yet unknown.
DEVELOPMENT OF STRATEGIC SITES & TOWN CENTRE REGENERATION						
Vision Tameside and Ashton-under-Lyne						
Ashton Moss West	Employment/ Business	✓			4,5	GM Evergreen II Surplus - Delay in progression of masterplan and work streams - negative impact on GMSF allocation.
Ashton Moss East (Plot 3000)	Employment/ Business	✓			4,5	Important not to lose momentum associated with Ashton Moss West site.
Vision Tameside and Ashton-under-Lyne Town Centre Masterplan	Town Centre			✓	4,5,6,7,8	Impact of and response to C-19 could be useful to fully understand/ assess as this will need to feed into any plans.
St Petersfield	Employment/ Business	✓	✓		4,5,6	GM Evergreen II Surplus – review masterplan in light of Covid-19. Immediate legacy items need concluding.
Ashton Town Hall - Future Use	Heritage	✓			4,6	Procurement process complete for business and economic advisors to undertake feasibility work.
Ashton Town Hall -	Heritage	✓			4,6	The natures of the works mean that they must be completed to ensure

Project	Sector	Immediate Priority (0-4 months)	Short Term Priority (4-12 months)	Medium-Long term Priority (12+ months)	Corporate Plan Priority	Comment
Emergency Works						the building is safe and secure.
Ashton Town Hall - Envelope Works	Heritage		✓		4,6	The natures of the works mean that they must be completed to ensure the building is safe and secure. However timescales dictate this is a later work stream, but must be progressed.
Ashton Old Baths Annexe and Data Centre	Employment/ Business	✓			4,5	Contractor has just started on site, need to resume asap post-lockdown in order to transfer of data centre from Rochdale to Tameside. Team are progressing design where able.
Vision Tameside Public Realm				✓	4,5,6,7	Need to assess impact of COVID-19 and town hall future use.
Ashton Market Square (Phase 2)				✓	4,5,6,7	Need to assess impact of COVID-19 and town hall future use.
Stalybridge Town Centre Challenge						
High Street Heritage Action Zone	Heritage			✓	4,5,6,7,8	Need to recruit FT HSHAZ Officer into post. Historic England - delay over a 4 year period - may recover time.
TCC Action Plan	Town Centre			✓	4,5,6,7,8	Given the project status - minimal impact, as early stages since action plan approval.
Castle St, Caroline St, GMPF site	Housing		✓		1, 3-8	Investigations assumed to be part of GM Evergreen I Surplus - Miss deadline, lose funding and have to repay monies already spent. Elements of this work stream where possible to progress will be continued.
Droylsden						
Droylsden Masterplan	Town Centre			✓	4,5,6,7,8	Given the project status - minimal impact, as early stages.
Consider further development sites	Housing			✓	1, 3-8	Given the project status - minimal impact, as early stages.
Droylsden - Retail (New Era)	Retail			✓	4,5,6,8	Given the project status - minimal impact, as early stages.
Droylsden Development Opportunity - Market Street	Retail/ Health/ Residential	✓ (Cotton Tree Pub)		✓ (Remaining sites)	4,5,6,7,8	Given the project status - minimal impact, as early stages.
Concord Suite	Asset (Reuse/ Development)	✓			4,5	Given the project status - minimal impact, as early stages.
Droylsden Library	Libraries	✓			2,3,6,7,8	Given the building condition and operational impact, relocation needs to keep up momentum.
Hyde						
OPE - Hyde Town Centre	Town Centre	✓ (Future of Hyde Old Library)		✓	4,5,6,7,8	Potential delay to programme, and not meet LGA funding agreement, potential therefore to lose funding, including that already spent. Also decision required relating to key partners (DWP) location.

Project	Sector	Immediate Priority (0-4 months)	Short Term Priority (4-12 months)	Medium-Long term Priority (12+ months)	Corporate Plan Priority	Comment
Godley Green	Housing	✓			1, 3-8	Home England - significant delays in programme, miss critical milestones in agreement, and impact on procurement of multi-disciplinary project team.
Denton						
Denton—consideration of further development potential	Town Centre			✓	4,5,6,7,8	Given the project status - minimal impact, as early stages.
Hattersley						
Hattersley Retail	Retail		✓		4,5	Project discussions ongoing.
Hattersley Public Realm	Public Realm	✓			5,6,7,8	Public Realm Agreement still not in place so unable to move forward with works - risk to Onward and TMBCs reputation.
Hattersley Land Board Administration	Community		✓		6	HLB is ongoing administration.
Hattersley Residential	Housing	✓			1, 3-8	Given the project status - continue as planned.
Hattersley Central Parade (Residential & Extra Care)	Housing	✓	✓		5,6,7,8	Onward have a programmed completion date, so important for land disposal to remain on track.
Hattersley Ticket Office and car park	Transport	✓			4,5	TfGM Growth Deal II - Miss deadline, lose funding, have to repay monies already spent.
Hattersley Health Hub	Health		✓		1,2,3,6,7,8	Given the building condition of the existing asset, and operational impact, relocation needs to keep up momentum.
Stainless Restoration Development	Employment/ Business			✓	4	Key employers, adding to the economy.
Envirolab/RSK Science Centre	Employment/ Business			✓	4	Key employers, adding to the economy. Awaiting re-engagement with landowner.
STRATEGIC CONNECTIVITY						
Mottram Bypass and Glossop Spur	Transport		✓		4,5	Retain momentum, especially given the scale of benefit and impact.
EMPLOYMENT AND SKILLS PROJECTS						
Various	Employment & Skills	✓	✓	✓	1-8	Feed into to multiple existing work areas.
STRATEGIES AND PLANS						
Inclusive Strategy	Growth (incl. Policy/ Strategy		✓		1-8	Essential to growing the economy.

Project	Sector	Immediate Priority (0-4 months)	Short Term Priority (4-12 months)	Medium-Long term Priority (12+ months)	Corporate Plan Priority	Comment
Economic Strategy)						
Strategic Asset Management Plan	Policy/ Strategy	✓			1-8	Essential to growing the economy in the right direction and take advantage of Council owned assets.
Service/ Asset Review	Estates		✓		1-8	As above.
Estate/ Asset Review	Estates		✓		1-8	As above.
Housing Strategy and Delivery Plan	Policy/ Strategy	✓			1, 3-8	Given the impact of this strategy on so many service areas, momentum and work streams must be retained.
GMSF	Policy/ Strategy	✓			1-8	Given the GMSF timescales, delay would have negative impact on the programmed consultation deadline.
Local Plan	Policy/ Strategy	✓			1-8	Key to growing Tameside economy.
Environment/ Sustainability Plan	Policy/ Strategy	✓			1-8	Key to growing Tameside economy in the right direction. This has been designated by Covid Board as an 'accelerator project' as part of the council's recovery plans, to embrace opportunities now afforded as a result of Covid relating to reduced travel and emissions, home working and shopping local.

Growth Work Programme Outputs

It is important to note that the programme will also develop further in response to decisions that are yet to be taken on each project.

Project Name	Sector	External Funding	Funding Deadline	Jul	Aug	Sep	Oct	Nov	Dec	6-12 months	1-2 Years	3-5 Years
COVID-19 RELATED INITIATIVES												
Economic Recovery Plan	Economic Recovery			<ul style="list-style-type: none"> Continue to assess the impact of Covid-19 on the economy. 	<ul style="list-style-type: none"> Continue to assess the impact of Covid-19 on the economy. Start to plan responses. 	<ul style="list-style-type: none"> Continue to assess the impact of Covid-19 on the economy. Develop responses. 	<ul style="list-style-type: none"> Develop/deliver responses as required. 	<ul style="list-style-type: none"> Develop/deliver responses as required. 	<ul style="list-style-type: none"> Deliver responses as required. 	<ul style="list-style-type: none"> Deliver responses as required. 		
LADGF	Economic Recovery	£2,345,250	End Jul 2020	Administer LADGF - rounds I and II								
Reopening High Streets Safely Fund	Economic Recovery/ Public Health	£200,741	March 2021	Administer RHSS Fund	<ul style="list-style-type: none"> Produce and submit quarterly reports for monitoring and reclaiming funds spent. 			<ul style="list-style-type: none"> Produce and submit quarterly reports for monitoring and reclaiming funds spent. 		<ul style="list-style-type: none"> Produce and submit quarterly reports for monitoring and reclaiming funds spent. Remove any physical interventions made as required and/or reinstate. 		
Business Resilience Clinic	Economic Recovery			Administer BRC	Administer BRC	Administer BRC	Administer BRC	Administer BRC	Administer BRC	Administer BRC		
Furlough response	Economic Recovery			<ul style="list-style-type: none"> Prepare for further support initiatives as they arise. 	<ul style="list-style-type: none"> End of Furlough scheme. 	<ul style="list-style-type: none"> Administer further schemes as required. 						

DEVELOPMENT OF STRATEGIC SITES & TOWN CENTRE REGENERATION

Vision Tameside and Ashton-under-Lyne

Ashton Moss West	Employment / Business	Est. up to £275K	December 2021	<ul style="list-style-type: none"> Liaise with land owners regarding the way forward/ land assembly. 	<ul style="list-style-type: none"> Identify information requirements. Identify design consultant requirements. 				<ul style="list-style-type: none"> Draft scope of service, procure and appoint MDT to deliver masterplan on basis of agreed vision. 	<ul style="list-style-type: none"> Complete masterplan and supporting information (including land remediation strategy) - in line with Evergreen II funding. 		
Ashton Moss East (Plot 3000)	Employment / Business			<ul style="list-style-type: none"> Undertake actions required for any potential inward investor interest. Determine delivery options and seek governance approvals. Liaise with land owners regarding the way forward/ land assembly. 	<ul style="list-style-type: none"> Liaise with land owners regarding the way forward/ land assembly. 							
Vision Tameside and Ashton-under-Lyne Town Centre Masterplan	Town Centre			<ul style="list-style-type: none"> Continue catchups with Ellandi re: master planning work. Workshop with Ellandi. 			<ul style="list-style-type: none"> Develop detailed work programme. Re-evaluate existing masterplans. 	<ul style="list-style-type: none"> Identify next steps and seek governance approval. Determine MDT requirements. 	<ul style="list-style-type: none"> Draft scope of service, procure and appoint MDT. 			
St Petersfield Public Realm (Ask Legacy)				<ul style="list-style-type: none"> Seek approvals re: legacy issues and way forward with management agreement/ public realm. 				<ul style="list-style-type: none"> Draft new management agreement and seek governance approval to enter in to it. 				
St Petersfield	Employment / Business	£127K	December 2021					<ul style="list-style-type: none"> Review existing masterplans post Covid-19. Determine 	<ul style="list-style-type: none"> Draft project execution plan. Draft 	<ul style="list-style-type: none"> Complete works streams as identified (esp. relating 		

								next steps for St Petersfield and seek governance approvals.	scope of service, procure and appoint consultants as necessary.	to Evergreen II funding).		
Ashton Town Hall - Future Use	Heritage				<ul style="list-style-type: none"> Conclude future use options appraisal. Complete Strategic and outline business case for future use. 	<ul style="list-style-type: none"> Determine programme and funding requirements to take preferred option forward. 	<ul style="list-style-type: none"> Seek approvals to progress with future use options and funding requirement. 		<ul style="list-style-type: none"> Draft project execution plan. Draft scope of service, procure and appoint consultants as necessary. 			
Ashton Town Hall - Emergency Works	Heritage						<ul style="list-style-type: none"> Emergency repair works start on site. 					
Ashton Town Hall - Envelope Works	Heritage						<ul style="list-style-type: none"> Develop envelope restoration works brief to procure MDT. Procure and appoint MDT. 	<ul style="list-style-type: none"> Draft project execution plan. 	<ul style="list-style-type: none"> Tender for envelope restoration works. Start envelope restoration works. 	<ul style="list-style-type: none"> Complete envelope restoration works. 		
Ashton Old Baths Annexe and Data Centre	Employment / Business	£250k								<ul style="list-style-type: none"> Annex and Data Centre works complete. 		
Vision Tameside Public Realm	Town Centre						<ul style="list-style-type: none"> TBC in line with proposals for Ashton Town Hall. 					
Ashton Market Square (Phase 2)	Town Centre						<ul style="list-style-type: none"> TBC in line with proposals for Ashton Town Hall. 					

Stalybridge Town Centre Challenge

<p>High Street Heritage Action Zone</p>	<p>Heritage</p>	<p>£1.275m</p>	<p>March 2024</p>	<ul style="list-style-type: none"> Obtain approval through ECG for HSHAZ officer post (amongst others). Advertise HSHAZ officer post. 	<ul style="list-style-type: none"> Submit updated programme to HE. 	<ul style="list-style-type: none"> Appoint HSHAZ officer post. 	<ul style="list-style-type: none"> Develop detailed work programme for HSHAZ. Set up project tools/ reporting. Draft briefs, procure and appoint consultants as necessary. Begin liaison with building owners of identified properties in the programme design. 	<ul style="list-style-type: none"> Continue delivery of programme work streams with consultants on board: <ul style="list-style-type: none"> Continue administration of shop front grant schemes; Start tender pack for civic hall re-roof; Start Heritage Walk detail design development; Begin cultural events programme design. 	<ul style="list-style-type: none"> Continue delivery of programme work streams with consultants on board: <ul style="list-style-type: none"> Procure feasibility/ business case for future use of Civic Hall. 	<ul style="list-style-type: none"> Continue delivery of programme work streams. 	<ul style="list-style-type: none"> Continue delivery of programme work streams. 	<ul style="list-style-type: none"> Complete HSHAZ programme
<p>TCC Action Plan</p>	<p>Town Centre</p>				<ul style="list-style-type: none"> Continue to liaise with TfGM re: tram/ interchange and bus station land. 		<ul style="list-style-type: none"> Draft detailed action plan. 	<ul style="list-style-type: none"> Develop delivery plan for identified interventions. 	<ul style="list-style-type: none"> Obtain approval for taking proposals forward. 			
<p>Evergreen I Fund - Stalybridge: Castle St, Caroline St, GMPF site</p>	<p>Housing</p>	<p>£130K</p>	<p>December 2020</p>	<ul style="list-style-type: none"> Continue dialogue with interested property owners: on Castle Street, old police station, and other sites. 	<ul style="list-style-type: none"> Begin to procure advice from HSE re: GMPF site restrictions. 	<ul style="list-style-type: none"> Draft scope of service brief, procure and start appointment of consultants as necessary. 	<ul style="list-style-type: none"> Use Evergreen I funds to start: <ul style="list-style-type: none"> connecting masterplan for identified vacant sites, vacant space above retail (office) opportunities, and; identify site investigations required on the above basis. 					

Droylsden												
Droylsden - Masterplan	Town Centre							<ul style="list-style-type: none"> Develop vision - to connect various work streams as one masterplan. 	<ul style="list-style-type: none"> Draft scope of services brief and start procurement of MDT as required. 	<ul style="list-style-type: none"> Appoint MDT and draft Masterplan connecting the sites, and in conjunction with NEP. 		
Consider further development sites	Housing											
Droylsden Marina (Watkin Jones)	Town Centre			<ul style="list-style-type: none"> Seek decision regarding the Watkin Jones Development Agreement. 	<ul style="list-style-type: none"> Conclude and take forward next steps as appropriate relating to the decision. 							
Droylsden - Retail (New Era)	Retail						<ul style="list-style-type: none"> Start to develop a vision for the shopping centre in conjunction with New Era Property (NEP). 	<ul style="list-style-type: none"> Tasks/ outputs dependant on Vision. 				
Droylsden Development Opportunity - Market Street	Retail/ Health/ Residential			<ul style="list-style-type: none"> Seek approval for recommendations for Cotton tree Pub and adjacent building. 	<ul style="list-style-type: none"> Conclude and take forward next steps as appropriate relating to the decision. 				<ul style="list-style-type: none"> Determine Health care provision to feed into development and scope of services brief. 	<ul style="list-style-type: none"> Draft scope of services brief and start procurement of MDT as part of masterplan team. Appoint MDT and begin development options. 		
Concord Suite	Asset (Reuse/ Development)			<ul style="list-style-type: none"> Seek decision to retain, dispose of or demolish the Concord building. 	<ul style="list-style-type: none"> Begin detailed proposal for future use, disposal or demolition of the Concord building. 							
Droylsden Library	Libraries			<ul style="list-style-type: none"> Seek decision on future of library building/ 	<ul style="list-style-type: none"> Develop and begin execution of project plan as required. 	<ul style="list-style-type: none"> Procure and appoint MDT - design and associated cost plan as required. 						

				service location.									
Droylsden - Guardsman Tony Downes House - Vacant Units	Town centre				• Endeavour to find tenant, or use for the vacant retail spaces, if not Library services. Potential link to library services, TBD.								
Hyde													
OPE - Hyde Town Centre	Town Centre	£100K	March 2021		• Draft detailed work programme. • Seek decision on future of Hyde Old library in context of OPE, town centre, and Godley Green context.	• Work with estates team looking at options of the old library site.	• Deliver work programme and report/ monitoring to LGA via GM.	• Deliver work programme and report/ monitoring to LGA via GM.	• Procure Strategic and outline business case for the old library. • Deliver work programme and report/ monitoring to LGA via GM.				
Godley Green	Housing	£10M	March 2022		• Progress bridge link in conjunction with Hatterlsey train station work stream.	• Progress connectivity work stream in conjunction with Hyde town centre work.		• Submit planning application in line with HIF timescales.					
Denton													
Denton–consideration of further development potential	Town Centre				• Will be informed by the SAMP.								
Hattersley													
Hattersley Retail	Retail				• Progress dialogue with Maple Grove								
Hattersley Public Realm	Public Realm			• Complete Public Realm Collaboration Agreement	• Continue/ resume existing identified public realm projects with Onward.				• Work with Onward to deliver new public realm projects.	• Work with Onward to deliver new public realm projects.			
Hattersley Land Board Administration	Community			• Send update papers to all HLB members on the various	• Send update papers to all HLB members on the various schemes	• Send update papers to all HLB members on the various schemes.	• Resume board meetings as required.			• Final completion of works agreed within Development and first			

				schemes							Collaboration Agreements • Conclude HLB	
Hattersley Residential	Housing			<ul style="list-style-type: none"> Resolve highways solution for impact on existing subway to keep with Onwards delivery timescales. Barratt Homes construction continues. 	<ul style="list-style-type: none"> Onward are out to tender for Construction. 		<ul style="list-style-type: none"> Onward homes - Construction begins. 				<ul style="list-style-type: none"> Onward - homes construction complete. Barratt Homes construction complete for those currently on site. 	
Hattersley Central Parade (Residential & Extra Care)	Housing			<ul style="list-style-type: none"> Resolve way forward for land transfer between TMBC and Onward. 	<ul style="list-style-type: none"> Onward to determine revised programme for delivery. 							
Hattersley Ticket Office and car park	Transport	£750k	March 2021	<ul style="list-style-type: none"> Obtain governance approval for next GRIP stages (detail design, tender and construction) Update programme and cost plan. 	<ul style="list-style-type: none"> Update HLB re: proposals and programme. 	<ul style="list-style-type: none"> Continue discussion re: bridge upgrade/new bridge. 	<ul style="list-style-type: none"> Out to tender for construction. Potentially - seek approval for budget gap (following tender receipt). 			<ul style="list-style-type: none"> Construction begins and is completed (est 6month build). 		
Hattersley Health Hub	Health			<ul style="list-style-type: none"> Healthcare provision - public consultation status determined. 		<ul style="list-style-type: none"> Location for new healthcare provision determined; Governance sought. 	<ul style="list-style-type: none"> Project development of new health care facility. 	<ul style="list-style-type: none"> Project development of new health care facility. 	<ul style="list-style-type: none"> Project development of new health care facility. 		<ul style="list-style-type: none"> Start on site of new health care facility (potentially brought forward, depending on final location). 	
Stainless Restoration Development	Employment / Business					<ul style="list-style-type: none"> Determine requirements, post Covid-19. 						
Envirolab/RSK Science Centre	Employment / Business					<ul style="list-style-type: none"> Determine requirements, post Covid-19. 						

STRATEGIC CONNECTIVITY											
Mottram Bypass and Glossop Spur	Transport			<ul style="list-style-type: none"> • Works are still progressing on the traffic modelling and air quality work streams. 	<ul style="list-style-type: none"> • Works are still progressing on the traffic modelling and air quality work streams. 	<ul style="list-style-type: none"> • Works are still progressing on the traffic modelling and air quality work streams. • Consultation dates re-evaluated. 				<ul style="list-style-type: none"> • Contractor appointed. 	
EMPLOYMENT AND SKILLS PROJECTS											
Various	Employment & Skills			<ul style="list-style-type: none"> • Various, subject to detailed individual work programmes. 							
STRATEGIES AND PLANS											
Inclusive Growth Strategy (incl. Economic Strategy)	Policy/ Strategy			<ul style="list-style-type: none"> • Determine Framework to deliver co-ordinated inclusive growth over 5 year time line. • Finalise strategy. 							
Strategic Asset Management Plan	Policy/ Strategy			<ul style="list-style-type: none"> • Presented through the Governance process to the COVID-19 Board and Cabinet. 							
Service/ Asset Review					<ul style="list-style-type: none"> • Begin service review, i.e. what will services look like in the future. 						
Estate/ Asset Review							<ul style="list-style-type: none"> • Commission consultants undertake an asset review of the whole Council estate which will then inform the disposal strategy. 				
Housing Strategy and Delivery Plan	Policy/ Strategy			<ul style="list-style-type: none"> • Phase 5: Analysis, Prioritisation and report writing • Phase 6: Final Draft report and Implementation Plan • Phase 7: Governance Timeline: SLT / Board/ Exec Cabinet • Phase 8: Report Launch • Phase 9: Development and Publication of Housing Strategy Implementation Plan 							
GMSF	Policy/ Strategy			<ul style="list-style-type: none"> • Appropriate staff capacity and detailed work programme to be progressed. 					<ul style="list-style-type: none"> • Undertake consultation. 		
Local Plan	Policy/ Strategy			<ul style="list-style-type: none"> • Appropriate staff capacity and detailed work programme to be progressed. 					<ul style="list-style-type: none"> • Undertake consultation. 		
Strategic Housing Land	Policy/ Strategy			<ul style="list-style-type: none"> • Continue to update the SHLAA 							

Availability Assessment (SHLAA)							
Environment/Sustainability Plan	Policy/Strategy			• TBC in line with other associated strategies.			

COVID-19 Pandemic Opportunities and Challenges

Project/ Activity	Corporate Plan Priority	GM Priority	Challenges	Response	Opportunities	Response
Corporate	-	-	Increases in staff working from home results in reduced spend in local areas and town centres. Impact on digital network/ infrastructure.	Consider limitations so as not to create a significant shift change/ detrimental impact on town centres, particularly in towns where Local Authorities are a major employer. Already working to improve digital capacity, e.g. dark fibre and new data centre in Ashton old Baths.	Flexible working opportunities taken by staff results in time/cost benefits in staff moving between sites, and/or increased productivity in WFH where able.	Promote useful remote working tools.
Corporate	-	-			LA recruitment to support residents and businesses.	Review procurement process and CPR's. Review alternative/ available options for streamlined, time-efficient options for calling off services whilst still achieving best value in order to place work expediently.
Town Centres (All)	4,5,6,7,8	3-10	Reduced footfall in town centres to support businesses. Also Increase in vacant business and retail units, further exacerbating the decline of the high street.	Focus on housing led development to increase footfall/ critical mass in town centres. Review/ monitor shopping trends post COVID-19		
Town Centres (All), and St Petersfield	4,5,6,7,8	3-10			See new patterns of economic growth e.g. digital skills, advanced manufacturing, health innovation.	Digital access to healthcare included as a new home installation. Support existing business by understanding their future business plans/ requirements and matching up with sites that are available and suitable that are within LA ownership as part of Asset Management Plans. Support career changers, not just young people into construction, digital and advanced manufacturing sectors.
Town Centres (All)	4,5,6,7,8	3-10	Slow return of shoppers to the high street, still cautious of being in crowded places post lockdown.	Consider extending retail opening hours. Support promotions/ events to entice shoppers in including Tameside loyalty card.		
Town Centres (All)	4,5,6,7,8	3-10	Reduced spend by shoppers due to people focusing on saving for the future instead in the short, medium and long term.	Consider links to ensuring that rents are 'affordable', so residents are better able to save/ be financially resilient, and still spend = improved all round quality of life.		
Housing Strategy/	1, 3-8	3-10			Young people NEET, combined with development skills to support recovery.	Supporting local construction colleges to promote the required skills in the industry and facilitate

Project/ Activity	Corporate Plan Priority	GM Priority	Challenges	Response	Opportunities	Response
Godley Green/ Town Centres (All)						stronger links between contractors and colleges to encourage greater apprenticeship take up.
Housing Strategy/ Godley Green/ Town Centres (All)	1, 3-8	3-10			Design of new homes.	Consider: Increase in live-work accommodation; Flexible accommodation which can adapt to facilitate isolation of occupants; Review space standards so people have internal space to exercise (enough space to move); Review provision for access to outside amenity space, physically and visually; ensure its available to all.
Housing Strategy	1, 3-8	4,6,8,10	Increased risk of homelessness, particularly if residents are not able to afford rent if the existing percentage of rent: income is high.	Review other options/models or redefine 'affordability.'		
Housing Strategy	1, 3-8	4,6,8,10	Stalled sites-private sector.	Stimulate funding – capital and revenue.		
Housing Strategy	1, 3-8	4,6,8,10	Existing sites developed out at slow pace/ subject to presales.	Revisit Section 106 implications/ stimulate capital /revenue - RP's to invest to bring forward housing /change tenure in short term.		
Housing Strategy	1, 3-8	4,6,8,10	Mortgage Funders lending strategy more conservative.	Provide stimulus and consider various options/ products.		
Housing Strategy	1, 3-8	4,6,8,10	Additional empty property to add to existing	Existing Empty Property Initiative. Bring more Partners into a revamped scheme (both Public and Private. Council to consider Devco with RP partner or being part of Let Us (ELA).		
Housing Strategy	1, 3-8	4,6,8,10	RPS delay to existing project due to number of reasons including Procurement risk	Current plans and programmes in place /HE not changed any mile stones. Active contact with RPs to support provision of programmes and development of new programmes. Use council assets and housing needs in Adults/Children's/Homeless Services to keep development and volume in TMBC.		
Housing Strategy	1, 3-8	4,6,8,10			Development of Housing strategy and Implementation Plan	Focus on bringing the proposals and draft Strategy forward including implementation plan year 1 detailed and 2 to 5 framework.
Godley Green	1, 3-8	4,6,8,10	To ensure the procurement of the MDT so as not to lose funding already in place.	Continue with programme delivery, do not delay.		