

INCLUSIVE GROWTH

STRATEGY 2021-26



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“ *Growing the economy and reducing poverty are not separate areas of activity. Poverty is caused by unemployment, low wages and insecure jobs, lack of skills, and high costs (especially for housing)... Inclusive Growth requires not only the creation of good jobs, but for people in poverty to be connected to them.* ”

Joseph Rowntree Foundation

TAMESIDE HAS A RICH HISTORY OF SOCIAL AND ECONOMIC LEADERSHIP AND INDUSTRIAL INNOVATION. THIS STRATEGY WILL FOCUS ON ENSURING THAT THE QUALITY OF LIFE, HEALTH AND HAPPINESS OF OUR PEOPLE IS IMPROVED, BY GOOD EMPLOYMENT, WITH GREATER SECURITY AND BETTER PAY. IT WILL BENEFIT OUR BUSINESSES BY IMPROVING PRODUCTIVITY AND WILL PROVIDE FOR PROACTIVE PUBLIC SERVICE REFORM IN A THRIVING, VARIED, INCLUSIVE ECONOMY.

We are continuing to build a successful, clean, modern, digitally enhanced economy that makes for both better businesses and better lives. Our actions will create opportunity for new businesses, new and better ways of doing business and for new jobs.

This approach is now even more important in the face of the impact of the COVID-19 Pandemic, in the drive to “Build Back Better” and recover from the economic and social effects of the COVID-19 lockdown with a greener, more productive and equitable economy.

Whilst the pandemic will undoubtedly have a major impact on the borough’s economy, the general principles that we lay out in our vision and aims, our strengths and opportunities and the challenges which we must address, still apply. This is a view that is shared by the GMCA, who are standing by the general principles of the GM Strategy, and the GM Local Industrial Strategy. The actions and projects outlined in our priorities now become even more vital for us, to drive forward a recovery from COVID-19 that benefits all our residents.

We have sector strengths in advanced manufacturing, and health and the infrastructure in place to grow digital tech and creative businesses. We will use the advantages of our location and infrastructure to attract people, businesses, tourists, and investment into Tameside, continuing to invest and innovate to grow our inclusive economy.

We are determined to enable more people to enjoy better work and employment, by developing towns and employment areas where modern businesses can succeed, enabling more residents and communities to fulfil their potential. This inclusive growth approach will mean that economic gains are felt, as well as seen across the whole of Tameside.

This Strategy will deliver the next phase of our success as we develop key employment sites such as St Petersfield and Ashton Moss, digital and transport infrastructure to drive our recovery and skills and employment programmes to bring long term benefit to all our residents and businesses.



Councillor Oliver Ryan
Executive Member
(Finance & Economic
Growth)

SUCCESSES

OUR RECENT SUCCESSSES INCLUDE;

- Investing in high quality education facilities through our £42m Vision Tameside programme.
- The Tameside Youth Employment Scheme and Business Grant have helped our young people to take their first step into sustainable careers creating or supporting 450 jobs and apprenticeships for young people.
- The Council's approach to integrating partners across the borough has seen us make the Working Well programme truly beneficial for our residents with 2479 provided with one to one support and 563 entering into employment.
- The rebirth of Ashton Old Baths is helping to grow our digital sector with 70 jobs created and a data centre brought to the borough.

- The Hattersley Regeneration project, which has renewed the housing stock and improved the transport infrastructure and public realm in one of our most deprived centres.
- Securing £10m of funding to support the delivery of the Godley Green Garden Village development.
- Leading on the formation of a co-operative of public and private partners to deliver digital infrastructure in the borough, which has seen us take the lead nationally on improving access to super-fast broadband, making us the 6th best connected borough in the country.



SUCCESSSES

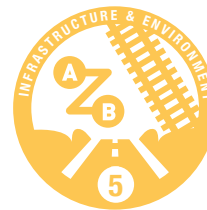
VISION

‘TAMESIDE WILL BE A PLACE WHERE OUR RESIDENTS CAN START WELL, LIVE WELL AND AGE WELL.’

Tameside Council and partners have defined a clear vision that the borough will be a place where our residents can Start Well, Live Well and Age Well.

TAMESIDE CORPORATE PLAN SETS OUT THE FOLLOWING PRIORITIES:

- The very best start in life, where children are ready to learn and encouraged to thrive and develop.
- Aspirations and Hope through learning and moving with confidence from childhood to adulthood.
- Resilient families and supporting networks to protect and grow our young people.
- Opportunities to fulfil their potential through Work Skills and Enterprise.
- Modern Infrastructure and a sustainable Environment that works for all generations and future generations.
- Nurturing our communities and having pride in our people, our place and our shared heritage.
- Longer and Healthier Lives with good mental health through better choices and reducing inequalities.
- Independence and activity in older age, and dignity and choice at the end of life.



This Inclusive Growth Strategy plays a major role in how the Corporate Plan vision is delivered. It provides detail on how the Council and its partners across all sectors, will work together to help grow the borough’s economy in a way that supports our residents, by providing the right physical and digital infrastructure, development space, skills development, business support and investment to help businesses and workers to reach their potential.

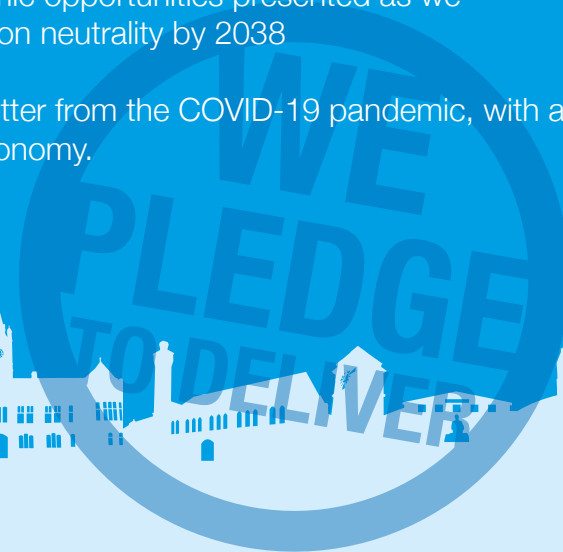
AIMS

TAMESIDE WILL HAVE A VIBRANT 21ST CENTURY INCLUSIVE ECONOMY, PROVIDING SKILLED JOBS, WHICH SUPPORT OUR RESIDENTS TO LIVE HAPPY, HEALTHY LIVES.

TO DO THIS WE PLEDGE TO DELIVER ON THESE AIMS IN THE NEXT FIVE YEARS:

1. Increase the number of high skill, high paying jobs in the borough.
2. Increase skills across our whole population.
3. Increase productivity across our whole economy.
4. Encourage, start and grow new businesses and social enterprises, with more varied business models such as more co-operatives and community enterprises.
5. Direct local spend to support local SMEs and social enterprises grow.
6. Ensure that our transport system links our residents to jobs and services.
7. Make our Town Centres hubs for living, culture, employment and services.
8. Increase quality, affordability and choice in the borough's housing offer.
9. Use the Public Sector Estate to support start-ups, social enterprises and charities to deliver and grow and to drive development and regeneration.
10. Deliver the digital and transport infrastructure needed to grow our economy.
11. Enable an inclusive digital and creative economy for people and business.
12. Seize the economic opportunities presented as we transition to carbon neutrality by 2038
13. To Build Back Better from the COVID-19 pandemic, with a greener, fairer economy.

This Strategy has been developed in conjunction with a wide range of strategy and policy documents (such as the Greater Manchester Local Industrial Strategy) with the evidence base provided by the Tameside Economic Baseline Report.



STRENGTHS

“

Inclusive Growth... is Economic Growth that creates opportunity for all segments of the population and distributes the dividends of increased prosperity, both in monetary and non-monetary terms, fairly across society.

”

**Organisation for
Economic
Co-operation and
Development 2015**

STRENGTHS

Guided by the UK Industrial Strategy and the research done by the Greater Manchester Independent Prosperity Review, the Greater Manchester Local Industrial Strategy has focused on capitalising on the City Region’s biggest opportunities. It has looked at how the city region can be a 21st century global pioneer at the centre of the Fourth Industrial Revolution – including in health innovation, advanced materials, and digital and creative industries. We will ensure that Tameside is able to respond to this, and make sure that the borough is best placed to take advantage of the opportunities where our strengths can help deliver the growth that will be driven by this approach: The Tameside Economic Baseline report assessed Tameside’s positions with the key opportunities in the GM LIS

Whilst Tameside is currently lagging behind in the number of DMCT companies and workers, the council’s investment in Ashton Old Baths, with a new data centre, and Dark Fibre infrastructure has improved our ability to grow and attract employers in the sector.

Focus on... Digital, Media, Creative and Tech (DMCT)

CURRENT OVERVIEW

JOBS (2018)	
Number	1,895
% of all jobs	3%
LQ vs England	0.4
% Change (2011-16)	+19%

BUSINESSES (2019)	
Number	1,215
% of all businesses	20%
LQ vs England	0.8
% Change (2012-17)	+13%

LOCAL SPECIALISMS

Manufacture of jewellery and related articles

400 jobs; LQ = 2

Architectural activities

10 jobs; LQ = 1.1



COMPETITIVE POSITION

Tameside’s proximity to GM as a leading digital city-region, the roll-out of the dark fibre network and the quality of life offer presented by the proximity to the Pennine Moors.

KEY ASSETS

- Competitive digital infrastructure offer: ‘Dark’ fibre and Tier 3 Data Centre
- DMCT premises offer such as Ashton Old Baths
- Tameside Co-operative Network
- Affordable location for sites & premises
- Proximity to digital and creative clusters in GM including MediaCityUK, The Sharp Project and GM HEIs
- Proximity to GM HEI offer providing graduate talent and higher level skills; Tameside HACK

TRENDS

- Digital transformation accelerating innovation and productivity across all sectors
- Rise of online shopping and changing consumer behaviour
- Increased automation and adoption of AI technologies
- Rise of immersive technologies
- High skill / low skill occupational polarisation
- Big data
- Rise of self-employment in the sector

OPPORTUNITIES

- Leverage digital assets to maximise gigabit capable connectivity (full fibre and 5G) to residential and commercial premises
- Digital skills development i.e. new Digital Skills Partnership
- Digital business support ecosystem to support digitalisation of the business community
- Digital access to services, learning and information
- Investment in AI related R&D to boost productivity
- Transferability of DMCT skills and products to other opportunity sectors i.e. AME, Clean Growth
- Increased demand for transport and logistics as a result of rapid growth in e-commerce Growth in the visitor economy driving creative sector demand
- UK strengths in computation, software tools/design and content, data analytics and wider strengths in media will drive economic opportunity

THREATS

- Resilience of digital network to meet increased demand
- Automation impact on jobs / sectors
- Overseas competition
- Availability of sites and premises to accommodate employment growth
- Changing skill requirements including access to digital skills
- Need to attract and retain higher skilled (L4+) to facilitate innovation and competitiveness

Source: UKBC and BRES, ONS (2019)

STRENGTH

STRENGTHS

The borough's historic strengths and existing base of innovative engineering and manufacturing companies, places it in a prime position to drive forward the city region's ambitions to be a global leader in Advanced Manufacturing and Materials.

Focus on... Advanced Manufacturing & Materials

CURRENT OVERVIEW

JOBS (2018)

Number	3,825
% of all jobs	5%
LQ vs England	1.2
% Change (2011-16)	-10%

BUSINESSES (2019)

Number	395
% of all businesses	6%
LQ vs England	1.5
% Change (2012-17)	+1%

LOCAL SPECIALISMS

Manufacture of medical and dental instruments

600 jobs; LQ = 3.6

Engineering activities and related technical consultancy

700 jobs; LQ = 3.0



Source: UKBC and BRES, ONS (2019)

COMPETITIVE POSITION

The manufacturing sector in Tameside is large and productive and a key driver of economic growth. Advanced Manufacturing & Materials is an important sub-set of the broad manufacturing sector, driving higher value added activity. Tameside is well served by road, rail, sea and air, with excellent connections to industry primes and suppliers.

KEY ASSETS

- Digital infrastructure ('Dark' fibre)
- Proximity to R&D centres of excellence in advanced materials in GM
- Access to tailored business support programmes such as Made Smarter
- Tameside College Advanced Technology Centre & the Centre for Construction Skills
- Proximity to GM HEI offer providing graduate talent and higher level skills

TRENDS

- Industrial digitalisation and automation
- Decarbonisation & energy efficiency / Circular economy approaches
- Advanced materials & additive manufacturing
- Regulation & trade impacts
- Electrification & battery technology

OPPORTUNITIES

- Supply chain opportunities in major projects i.e. HS2, local transport investments i.e. Ashton Interchange, Mottram Bypass, Metrolink extension, new stations, major housing development at Godley Green
- Sector growth prospects in areas of UK competitive advantage i.e. aerospace, pharma & tech intensive
- Process innovation such as 3D printing, additive & composite manufacturing and rise of plastic electronics
- Low carbon agenda / environmental sustainability
- Exploitation of digital and leadership skills to drive productivity gains
- Supply chain opportunities linked to major projects and Tier 1 activity
- New markets opened up by new trade deals
- Reshoring from overseas
- Growing demand for customised products
- Increased demand for manufactured goods in cities linked to population growth and urban mobility demand

THREATS

- Impact of proposed new 'Advanced Materials City' development
- Increased automation impacting on employment demand
- Post Brexit impact on investment, trade patterns & workforce
- Increased regulation
- Overseas competition
- Availability of sites and premises to accommodate demand
- Ageing workforce
- Changing skill requirements



STRENGTHS

Health innovation is vital in increasing resilience against future pandemics, and in dealing with the challenge of an ageing population. Tameside's combined governance model and digital infrastructure puts it in a unique position to act as a testbed and development centre for innovative treatments and approaches to public health. This is already being demonstrated by the adoption of digital tools in remote treatment.

Focus on... Health Innovation

CURRENT OVERVIEW

JOBS (2018)

Number	10,025
% of all jobs	14%
LQ vs GB	1.3
% Change (2011-16)	+22%

BUSINESSES (2019)

Number	195
% of all businesses	3%
LQ vs GB	1.1
% Change (2012-17)	+15%

LOCAL SPECIALISMS

Manufacture of pharmaceutical preparations

150 jobs; LQ = 2.4

Hospital activities

6,000 jobs; LQ = 1.7



COMPETITIVE POSITION

Tameside is home to two NHS trusts, and Tameside Hospital which is one of the Borough's largest employers. Tameside has an innovative 'Care Together' delivery model integrating the CCG with Tameside Council through a Single Commissioning Function to improve health and social care outcomes.

KEY ASSETS

- Tameside College and redevelopment plans at Beaufort Road campus for Health & Social Care
- Proximity to GM HEI offer providing STEM talent
- Proximity to GM health innovation cluster including leading research facilities, existing health innovation companies, six large teaching hospitals
- Proximity to key projects such as the Pankhurst Centre for Research in Health, Technology and Innovation

TRENDS

- Demographic change (population growth and ageing factors) driving demand
- Rise of people living with two or more health conditions
- Medical advances improving population health and care outcomes
- Financial sustainability goals driving delivery cost efficiencies and care model innovation
- Digital transformation and evolution of e-health
- Flexible work patterns (rise of part time contracts)

OPPORTUNITIES

- Devolved funding to deliver health-related investment locally
- Delivering place-based approaches and integrated services for health, employment and other services e.g. Working Well Health Pilot
- Maximise social value benefit from health care commissioning
- Health innovation including life sciences, medical technologies/ devices, and e-health
- Supply chain opportunities created by a growing ageing population with diverse health care needs

THREATS

- Widening health inequalities
- Public health crisis / impact of pandemics on the future delivery of healthcare
- Ageing population pressures on future healthcare services
- Ageing workforce leading to high replacement demand
- Impact of Brexit on workforce
- Skill shortages and recruitment difficulties
- Impact of public sector austerity
- Competition with established health innovation/life science clusters elsewhere in the UK

Source: UKBC and BRES, ONS (2019)



STRENGTHS

Tameside Council has committed to the aims within the Greater Manchester 5 Year Environment Plan, which contains urgent actions that we need to take in the next 5 years to put us on the path to carbon neutrality by 2038. In addition, the Council declared a Climate Emergency in February 2020, which aims to make the Council's operations net-zero carbon in line with the GM commitment to do so by 2038. Clean growth is central to our aims of addressing these issues as well as ensuring that we build back better from the COVID-19 pandemic. The borough's commitment to actions, its advanced manufacturing and engineering sector and digital infrastructure means it is well positioned to deliver reduced emissions but also to seize the economic opportunities the mission to reach the carbon zero target presents.

Focus on... Clean Growth

CURRENT OVERVIEW

JOBS (2018)

Number	360
% of all jobs	1%
LQ vs GB	1.1
% Change (2011-16)	+16%

BUSINESSES (2019)

Number	5
% of all businesses	0.1%
LQ vs GB	0.4
% Change (2012-17)	0%

LOCAL SPECIALISMS

Waste treatment and disposal

350 jobs; LQ = 3.6

Source: UKBC and BRES, ONS (2019)

COMPETITIVE POSITION

Through the Tameside Low Carbon Strategy the borough is actively looking at how to make best use of physical and natural resources. The borough has an active role to play in de-carbonising the local economy and maximising the contribution of the natural capital of the Pennine Moors.

KEY ASSETS

- Energy Gain UK as a Tameside employer specialising in natural energy technologies
- Proximity to GM HEI offer providing STEM talent
- Proximity to GM scientific research base and expertise around generation, storage and low carbon technologies
- Key developments and projects including housing, employment sites, Tameside Interchange, Trans-Pennine Upgrade
- GM roll out of district heating networks

TRENDS

- Energy policies, environmental legislation and climate change resilience
- Energy transition and shift to a low carbon future creating new electrical supply and consumption patterns
- Reducing heat demand of new developments
- Shift to low carbon transport requires new infrastructure

OPPORTUNITIES

- Large scale investment in UK energy and infrastructure
- Population growth and demand for accompanying infrastructure and housing including Godley Green Garden Village
- Implementation of Smart Cities agenda
- Ambitious government targets for new homes and carbon neutral living by 2038 in GM
- Long term public infrastructure projects such as HS2 and NPH rail strategy, and local transport upgrades & investment
- Growth opportunities related to low carbon heat; recovery/recycling; building technologies/retrofit; ultra-low emission vehicles; changing electrical distribution network; low carbon developments
- Investment in innovative energy technology
- Supporting industry to shift to clean growth and stimulate local supply chain development
- Government investment e.g. 'Transforming Construction – Manufacturing Better Buildings Programme'

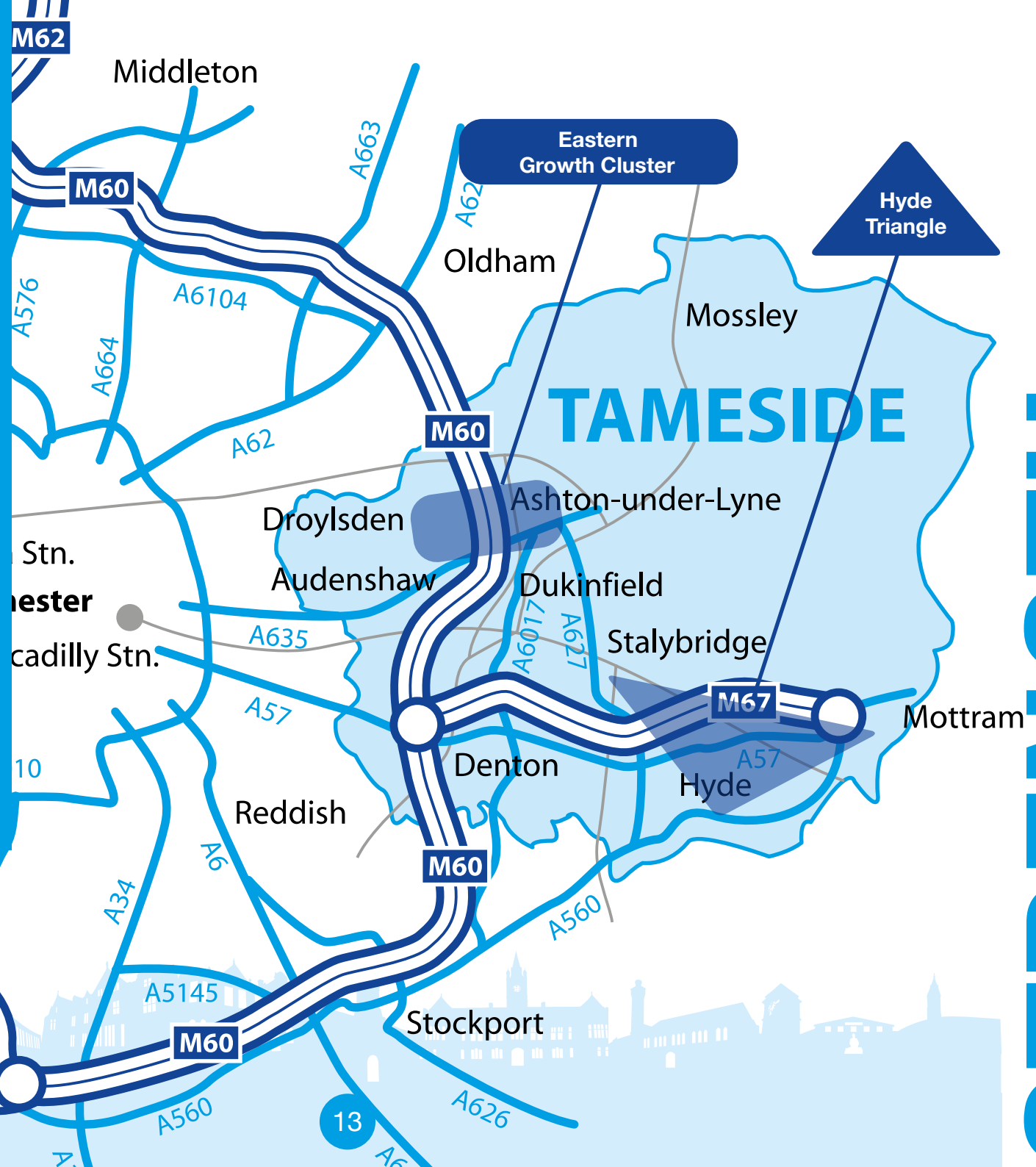
THREATS

- Regulatory framework impacting on decarbonisation requirements and driving business adaption
- Access to finance to fuel innovation and growth
- Willingness to adapt and embrace sustainable technologies
- Changing skill requirements and replacement demands
- Ensuring waste, processing, and energy distribution networks keeps pace with new developments
- Flood resilience



STRENGTH: LOCATION AND QUALITY OF LIFE

Sited in the east of Greater Manchester, Tameside enjoys the benefit of being at the centre of the Northern Powerhouse region, close to both thriving cultural and economic hotspots and the tranquillity of national parks. Tameside's position, with its proximity to key economic growth drivers, and leisure and recreation offers makes the borough an ideal location for businesses looking for links and ease of access to markets and skills bases across the north, as well as for skilled workers wanting to live within commutable distance of Manchester and Leeds, whilst enjoying an excellent quality of life. The success of the Hattersley regeneration project, where the newly delivered housing have been some of the developer's fastest selling properties in the country are a testament to this.



STRENGTH

STRENGTH: CONNECTIVITY – DIGITAL AND STRATEGIC TRANSPORT INFRASTRUCTURE

The borough is able to take advantage of its central location due to its excellent regional and national transport connectivity. The M60 and M67 run through the borough, meaning that our town centres and industrial hubs are all within close proximity to junctions providing easy access to the national motorway network. The borough's towns are excellently served by local rail services connecting them across the city region, whilst the trans-Pennine service running east to west across the northern powerhouses' key Liverpool to Hull corridor.

This physical connectivity is supplemented by the Borough's excellent digital infrastructure. The dark fibre network installed throughout Tameside by Cooperative Network Infrastructure has lifted the borough to 6th on Think Broadband's measure of best connected areas.

STRENGTH: A DIVERSE MANUFACTURING AND ENGINEERING SECTOR

Tameside history as one of the county's great workshops, is reflected in our incredibly strong and varied base of Engineering and manufacturing firms. With around 11,000 people employed in the sector it has the highest proportion of workers in the sector per head of population in Greater Manchester.

The borough has always been at the forefront of industrial technical development, and, with an LQ of 1.5 for business numbers, has a particularly strong thread of advanced manufacturing and engineering companies in the strategically important area of the sector. There are also numerous companies operating in the supply chains of key potential

national growth sectors such as chemicals and coatings, electrical control systems, nuclear, aerospace, automotive and energy saving / low carbon technologies.

There is a base of more traditional manufacturing businesses in the borough, referred to in the GM LIS as foundational businesses. The Tameside Economic Baseline report shows a LQ of 2.1 for the sector as a whole.

As the IPR's work on clustering and supply chains has shown, established supply chains and skills bases are key indicators and drivers of success in attracting and developing newer industries in a locality.

This broad and diverse sector is now supported by the Tameside College Advanced Technology Centre, a facility of City Regional importance, which has established close relationships with industry to provide excellent training to apprentices from companies such as Siemens.



STRENGTH - INTEGRATION OF STRATEGIC COMMISSIONING FOR HEALTH

Tameside was the first borough to take advantage of the powers handed down in the GM devolution deal around the commissioning of health services. Since 2016 the development of the Strategic Commissioning Function (SCF) between Tameside MBC and Tameside and Glossop Clinical Commissioning Group (CCG) has been highly successful.

The SCF allows for a single place-based commissioner focused on wider Public Service Reform alongside key health outcomes. With the Council Chief Executive now also the CCG Accountable Officer, alongside a substantive integrated management structure, the alignment of Social Care and Health strategies and priorities in the borough is starting to bear fruit.

The new structure has allowed for streamlined governance and decision making, the rationalisation of joint funding arrangements, alignment to the single leadership structure and single budget reporting. Further to this alignment of governance and strategy, there is an emerging ability to innovate and work across teams, with e-Health services being a particular area of interest for the borough, supported by a combined IT service and the borough's dark fibre network connecting the Hospital and GP surgeries to their Data Centre in Ashton Old Baths.

TAMESIDE ONE, CCG HEADQUARTERS



Tameside and Glossop
Clinical Commissioning Group



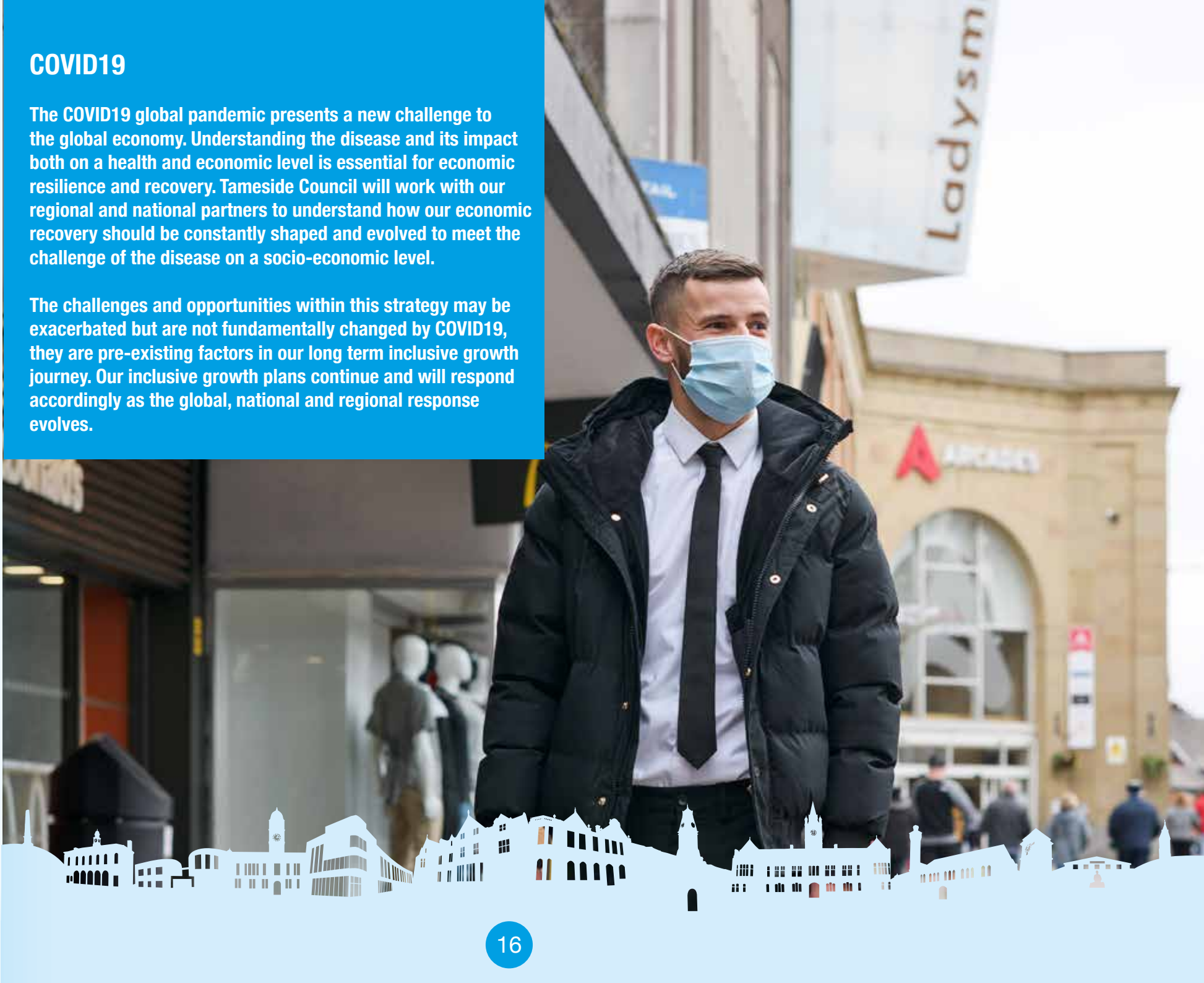
STRENGTH

CHALLENGES

COVID19

The COVID19 global pandemic presents a new challenge to the global economy. Understanding the disease and its impact both on a health and economic level is essential for economic resilience and recovery. Tameside Council will work with our regional and national partners to understand how our economic recovery should be constantly shaped and evolved to meet the challenge of the disease on a socio-economic level.

The challenges and opportunities within this strategy may be exacerbated but are not fundamentally changed by COVID19, they are pre-existing factors in our long term inclusive growth journey. Our inclusive growth plans continue and will respond accordingly as the global, national and regional response evolves.



PAY, PRODUCTIVITY, SKILLS AND HEALTH

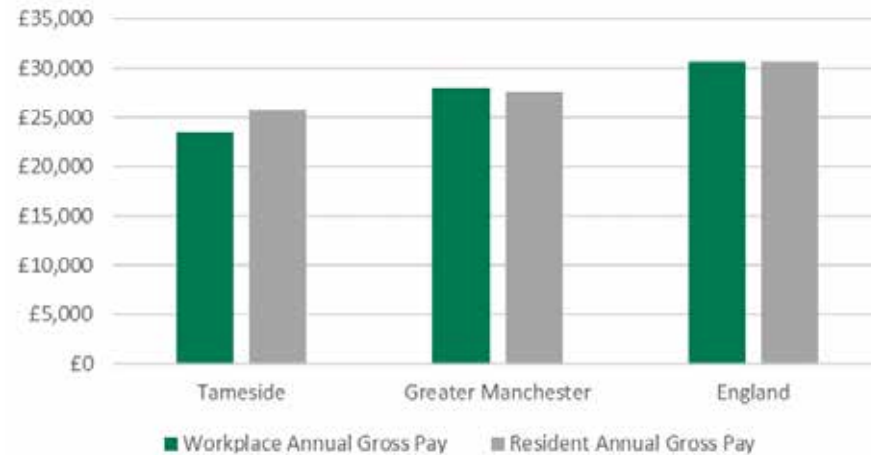
The four key challenges in the borough are increasingly understood to be entwined and are considered together in this inclusive growth strategy.

The long standing challenges of low levels of skills attainment, poor health outcomes, low levels of productivity, and the number of our residents who are low paid are intrinsically linked and can only be addressed with an approach that recognises this. The GM Independent Prosperity Review took a particularly in depth look at what factors may be responsible for the City Region's poor productivity performance compared to the UK average. The two main contributing factors in the view of the report were the ongoing issues of low skills levels and the poor health outcomes being experienced by the city regions residents.

PAY

Tameside has the second lowest average gross weekly pay in Greater Manchester, with only Wigan seeing lower levels. As with other measures, the City Region's median earnings are below the English level, and Tameside then falls below that GM measure.

Median Gross Salary, 2019



PRODUCTIVITY



Low pay and precarious employment have been clearly demonstrated to have major impacts on physical and mental health and resilience to life shocks. Research carried out by PWC in their series of Economic Updates published during the COVID-19 pandemic revealed that low paid workers (those with an income of less than £20,000 PA) were less likely to be able to work from home.

PRODUCTIVITY

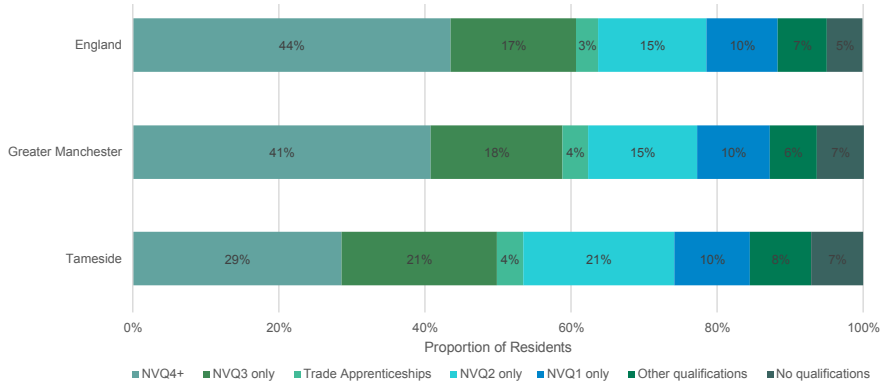
There is a broadly accepted view that these lower than average levels of pay reflect the fact that Greater Manchester (including Tameside) is less productive, in terms of GVA per worker, than England.

	Tameside	GM	England
No. of Jobs, 2018*	70,700	1,366,500	26,840,800
Employment change (2013-2018)	1.7%	12.8%	8.7%
No. of businesses, 2019*	6,100	104,100	2,360,800
Business change (2015-2019)*	+395 (6.9%)	+17,500 (20.2%)	+244,500 (11.6%)
GVA, 2018**	£2.87 billion	£62.6 billion	£1.42 trillion
GVA per FTE worker**	£50,400	£56,600	£66,300
Productivity growth (2014-2018)**	-0.8%	7.7%	10.8%

Over the period 2014 – 2018, whilst the UK saw an increase in productivity of 10.8%, and GM an increase of 7.7%, Tameside's productivity actually declined by just under 1%. This is likely due to the sectoral mix of Tameside, with a lack of growth in higher productivity, knowledge intensive sectors such as Digital and Creative, and Business, Financial and Professional Services, compared to the rest of the city region and the country as a whole. Again, the PWC Economic Report found that not only were lower paid workers less able to work from home, they were also less likely to be able to do so without a fall in productivity.

SKILLS

With level of skills being regarded as one of the key factors in levels of productivity and pay, Tameside's comparatively low numbers of people with higher level qualifications is clearly a challenge that must be addressed if productivity and pay in the borough are to be raised.



HEALTH



HEALTH

The link between productivity and good health has been clearly established for some time. The Northern Powerhouse and the GM IPR began to quantify the impact in their 2018 Health for Wealth report, finding that up to 30% of the productivity gap between the North and the UK average could be reduced by raising participation in the workforce by addressing ill health.

Poor physical and mental health is a particularly acute issue in Tameside, with the health of the population being generally worse than across England.

Life Expectancy and Healthy Life Expectancy

Area	Female			Male		
	Life expectancy at birth	Healthy life expectancy at birth	% life in good health	Life expectancy at birth	Healthy life expectancy at birth	% life in good health
England	83	64	77%	80	63	79%
Greater Manchester	81	61	75%	78	61	78%
Tameside	81	58	72%	78	60	77%

Poor health is a particularly difficult challenge as it reduces productivity, which lessens pay, which increases stress and has clearly evidenced negative effects on health. Breaking this cycle is a key step in improving the health and wellbeing of our residents.

SECTORAL SPREAD

Tameside's local business base has a sectoral mix which can be seen as contributing to the borough's issues with low pay and productivity and which also poses a threat to the borough's future employment prospects.

Sector	Business				Employment			
	UK Business Count				BRES			
	2019			Change 2014-19	2018			Change 2013-18
	No.	%	LQ		No.	%	LQ	
Agriculture and Mining	45	1%	0.2	0%	220	0.3%	0.2	19%
Business Support Services	390	6%	1.0	59%	3,325	5%	0.6	68%
Construction	895	15%	1.1	19%	3,260	5%	1.0	-8%
Creative	175	3%	0.5	13%	475	1%	0.3	31%
Financial and Professional Services	960	16%	0.7	17%	4,605	6%	0.5	-27%
Hospitality, Leisure and Recreation	570	9%	1.1	21%	5,975	8%	0.8	20%
ICT & Digital	300	5%	0.6	25%	890	1%	0.3	5%
Manufacturing	565	9%	2.1	6%	11,320	16%	2.0	5%
Other Services	275	5%	1.2	15%	1,500	2%	1.3	-20%
Public Admin, Education, Health	365	6%	1.2	20%	21,130	30%	1.2	4%
Retail	865	14%	1.3	8%	10,475	15%	1.3	10%
Transport	180	3%	1.0	33%	1,675	2%	0.8	20%
Utilities and waste	30	0%	1.1	20%	1,450	2%	1.8	26%
Warehousing and Logistics	80	1%	1.1	14%	645	1%	0.5	-21%
Wholesale	320	5%	1.2	-3%	4,215	6%	1.4	-15%
TOTAL	6,140	100%	1.0	16%	71,000	100%	1.0	3%
<i>Knowledge Economy</i>	<i>1,475</i>	<i>24%</i>	<i>0.7</i>	<i>23%</i>	<i>5,870</i>	<i>8%</i>	<i>0.4</i>	<i>-7%</i>

Whilst the borough has a strong Manufacturing and Engineering sector, with a high number of advanced businesses, the sectors referred to as the knowledge economy, where the highest levels of growth are forecast to happen in the future, account for only 8.3% of all employment in Tameside. The number of people in the sector actually decreased by 6.5% between 2013-18, in contrast with approximately 14% growth in both England and Greater Manchester over the same period.

Coupled with this lack of jobs in high pay, high productivity, potential growth sectors, Tameside has high levels of employment in Retail and Wholesale, Hospitality and leisure and Health and Social Care.

These are areas of the economy which have the highest percentages of low pay jobs in Greater Manchester, and have also been identified as being of high risk of being impacted in the long term by the downturn due to COVID-19.

Core Sectors

The analysis indicates the key sectors which are fundamental to Tameside's economy either in size or specialisation:

- + Public administration, education and health
- + Manufacturing
- + Retail

Emerging Niche Sectors

Sectors which currently employ relatively few people within Tameside and are under-represented, but have experienced recent rapid growth include:

- + Creative
- + ICT and Digital

Wider Opportunity Sectors

Sectors which currently have a comparatively small presence in employment terms, but are strategically important or have future growth potential in the future include:

- + Visitor economy
- + Business Support Services
- + Transport

Vulnerable Sectors

Sectors which are important in employment terms, may or may not have a degree of specialisation, but have experienced recent employment decline include:

- + Wholesale
- + Construction
- + Financial and professional services

DEVELOPMENT SPACE AND BUILDING STOCK

To address some of these challenges around the sectoral mix of the borough's economy, and the need for modernised facilities to allow manufacturers to grow and adopt newer technologies, Tameside needs new office and industrial developments. The Borough's existing building stock is increasingly old, and available space is in very short supply.

Industrial space:

Indicator	2019 Data
Total Floorspace	12.5 million sq ft 1.1 million sq m
Vacancy Rate	0.8%
Leased (2016-19)	900,000 sq ft (82,500 sq m) Annual average 224,000 sq ft (20,600 sq m)
Average rental value	£4 per sq ft
Highest values	£7-7.50 per sq ft; small number exceed £8 per sq ft
Completions (2016-19)	60,000 sq ft (2018)

Office space:

Indicator	2019 Data
Total Floorspace	1.2 million sq ft 110,000 sq m
Vacancy Rate	2.2%
Leased (2016-19)	47,000 sq ft (4,300 sq m) Annual average 11,700 sq ft (1,070 sq m)
Average rental value	£10 per sq ft
Highest rental values	Small number of asking rents at £16, £21 and £26 per sq ft
Completions 2016-19	1,800 sq ft, one development

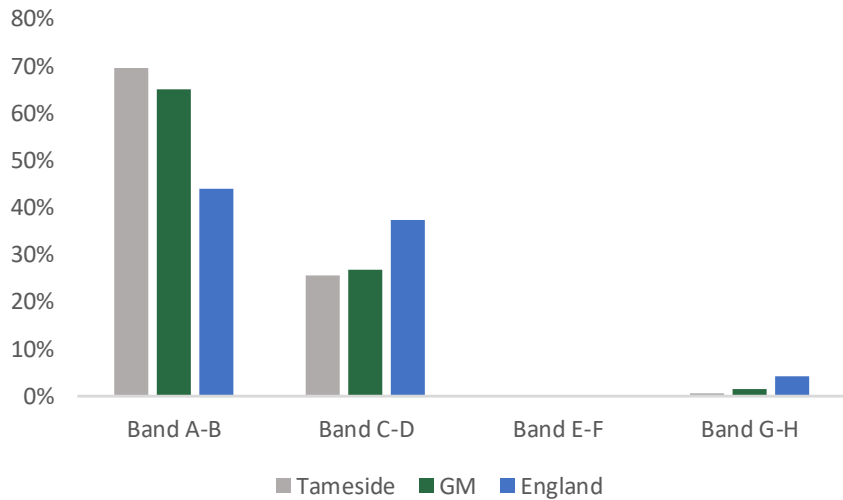
However, Tameside has an increasingly constrained supply of employment land available for development. The available land supply is made up of one strategic site at Ashton Moss, medium sized sites at Groby Road in Audenshaw, the former Total site on the outskirts of Stalybridge and the ABC Wax site in Hyde, with the remainder then comprising of small patches of land. Coupled with this shortage of available land, the rents being realised on existing properties in the borough mean that the market is unwilling to speculatively start new developments, especially as the majority of these sites require some form of remediation or other investment prior to development beginning.

Most of the empty town centre units in Tameside are small, below the level of floorspace sought by retail operators. The small size, low quality and often run down nature of a large portion of Tameside's retail space also makes it unattractive or costly to convert to other uses, this has left the borough's town centres with large numbers of void units, which are hard to use for other purposes.

HOUSING

Good housing influences people’s quality of life, their life expectancy and the economic and social opportunities available to them. Local economies will thrive if people who work in an area can find the right home within reach of their jobs, good education, health and cultural activities. If the housing offer does not offer the choice and quality to enable residents to move through the housing ladder, finding appropriate housing as their economic circumstances change or through their life cycles, then they will potentially leave. With 88% of Tameside households currently being in Council Tax bands A, B and C, there is a strong suggestion that the borough lacks the breadth of housing offer required.

% of Dwellings by Council Tax Bands



Tameside currently has a number of challenges in relation to poor quality housing. One fifth of the homes in the borough were built over a century ago, presenting challenges around energy efficiency, fuel poverty and connectivity to employment.

Retrofitting these homes in order to meet modern standards for energy efficiency, connectivity and space standards is an enormous undertaking and will require a broad coalition of public and private partners.

Declining home ownership and a lack of social rented homes has contributed to the Private Rented Sector (PRS) in Tameside growing considerably over the past two decades.

A wider variety of tenants now rent privately than in previous generations, and for longer. There are concerns about the standard of the housing stock available in the PRS in Tameside.

Eight out of ten households that rent privately in the borough earn less than £500 each week, with half of these receiving less than £300. The English Housing Survey estimated that one third of properties let at lower rent levels in England fail the Decent Homes Standard (DHS). Given the age and profile of Tameside’s housing stock, conditions in some deprived areas in Tameside may be worse than these national estimates.

HOUSING

St. Petersfield

ST. PETERSFIELD

The area of St Petersfield, at the West end of Ashton Town Centre, forms a key gateway into the town centre. The initial re-development of St Petersfield created the borough's first town centre business park in Ashton. This first phase delivered 32,359 square metres of quality office floorspace, with 0.75 hectares of public realm and infrastructure, successfully attracting Purple Wi-fi, Pearsons Solicitors, the Pennine Care NHS Foundation Trust



and further investment from Network Connect. The successful redevelopment of Ashton Old Baths (AOB) as a Digital Incubator Centre, with its 700 square metres of office space being fully let within a couple of months after its opening, has breathed new life into the area as a potential focus for inward investment in the borough by the rapidly growing digital and creative sector. Phase 3 of the renovation of Ashton Old Bath's will also see the addition of a Data Centre in the heart of the area, providing a further boost to Tameside's excellent digital infrastructure.

St Petersfields remaining plots provide a clear opportunity for Tameside to create a tailored development to attract and retain the digital, creative and tech sector to the borough. This ambition has been further bolstered by the installation of the borough's Dark Fibre network into the area, giving it digital connectivity to match that available in Media City.

The GM Local Industrial Strategy's Key strategic aims for the Digital, Creative and Media sector, and the aim to ensure a thriving and productive economy in all parts of GM by maximising town centres, especially those in the North of the City Region. With almost 8,000 digital and digital-intense creative businesses in Greater Manchester, employing more than 82,300 people and generating £4.1bn of economic growth annually, Greater Manchester is already home to the largest cluster outside London. Tameside's aim to use St Petersfield to grow the sector in the borough is in line with the GM Local Industrial Strategy's key strategic aims for the Digital, Creative and Media sector and to develop thriving town centres.

Whilst there is some suggestion that the need for office space will decline as people have become more familiar and comfortable with remote working during the COVID-19 Lockdown, there will still be the need for some office space, and a well-designed, flexible development with high levels of physical and digital connectivity, will still be attractive.

ASHTON MOSS

With an area of 58 hectares, with close proximity to rail, tram and motorway connections, as well as the boroughs dark fibre network, Ashton Moss is recognised by Tameside Council as a unique opportunity in the context of both Tameside and Greater Manchester (GM) due to its large scale and its connectivity. As such the site has been included as a strategic site allocation in both published draft versions of the emerging Greater Manchester Spatial Framework (GMSF). The entire site was allocated in the 2016 Draft GMSF and a smaller part of the site was allocated in the 2019 Draft GMSF.

As a nationally significant employment development site located in the North Eastern corner of the Greater Manchester City Region, the delivery of a range of modern, well connected facilities in the area, focused on the requirements of key growth sector opportunities, outlined in the Greater Manchester Local Industrial Strategy, will be a major step forward in making a “major intervention” in the north east of the City region, as called for by the GMSF.

Tameside installed manufacturing and engineering base is currently constrained by the supply of industrial facilities in the area, curtailing potential growth and blocking regeneration of the areas industrial spaces, as of 2019, of the 1.1m sq. m of Industrial floorspace in Tameside, only 0.8% was vacant, well below the 5% required for a functioning property market. The delivery of industrial facilities on the site will therefore provide both grow on opportunities for existing businesses in the area, as well as the facilities required to compete for inward investment, looking to cluster with the borough’s installed base of nuclear, aerospace and chemical industry supply chains.



HIGHLY CONNECTED TOWN CENTRES

With 9 different towns, 6 of which have identified retail centres, making up the borough, high streets lie at the heart of Tameside's communities and drive our local economy. They create jobs, nurture small businesses and inject billions of pounds into our economy, whilst providing accessible hubs for residents to access public services. Around 25,000 people are currently employed in Tameside's town centres.

Our town centres, like those elsewhere, have suffered from changing residential, employment and consumer patterns, which have shifted towards suburban living, out of town business, retail and leisure parks and e-commerce.



As a result we need our high streets to evolve and adapt, becoming more diverse, offering a broader range of leisure, services and residential options, and taking advantage of their heritage and unique characters to become places where people live, work and play, as well as shop. This need to change has only been exacerbated by the COVID-19 epidemic, with less people likely to be entering centres to shop, and possibly to work, the diversification of offer and increase of residential property is even more important.

Tameside's towns are well placed to take advantage of the Greater Manchester Local Industrial Strategy's renewed focus on reviving the city Region's town centres. The boroughs excellent transport connectivity means that our centres have direct access to the M60 and M67 motorways and are served by 13 railway stations and, in the west of the borough, the Metro link system. One of the key drivers for the selection of the Godley Green site as an innovative Garden Village, is its proximity to Hyde town centre and its rail and motorway connections to the rest of the region.

The innovative way that the Co-operative Network Infrastructure Ltd used public sector assets as anchors for the roll out of the borough's dark fibre network means that, alongside this physical connectivity, all Tameside's town centres have excellent access to high speed digital connectivity. The dark fibre network puts Tameside in a position to act as a test bed for 5G technologies in our town centres, to offer both residents and businesses the opportunity to benefit from next generation connectivity.

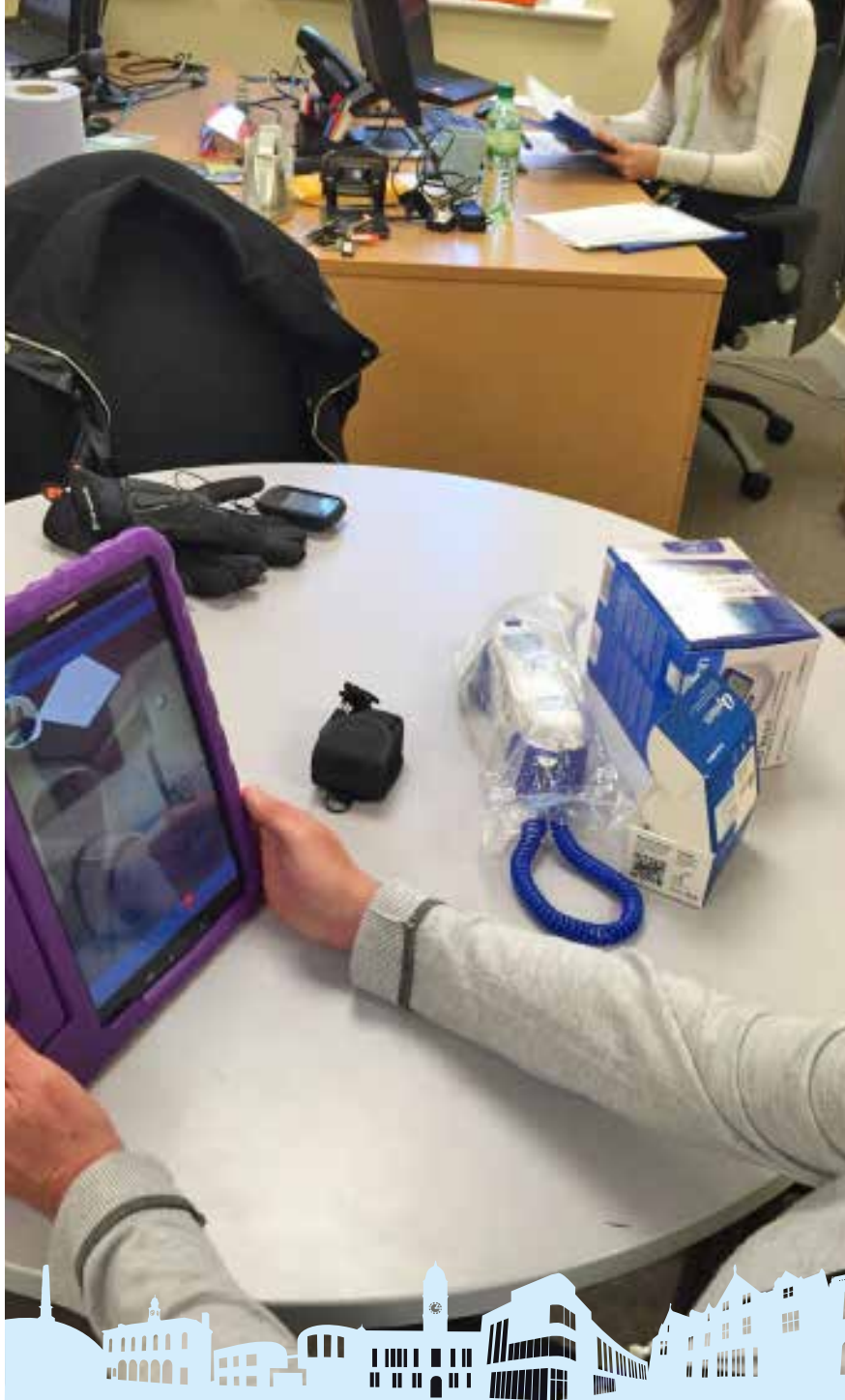
Investment in the development of more diverse offerings in our centres has already begun, with the Vision Tameside programme bringing Further Education facilities into the centre of Ashton, the new Wellness Centre broadening Denton's leisure offer, and the Stalybridge Heritage Action Zone uplifting

the historic and cultural assets of one of our most historic mill towns. Further to this expansion of services and leisure, the physical and digital connectivity of our town's makes them an ideal area for increased residential offering, offering the opportunity for the introduction of more Private Rental Sector apartments. There is increasing evidence that more residential space in town centres is vital to their regeneration. This has already begun in towns such as Hattersley, Stalybridge and Droylsden, where replacement housing, Summersquay and the Marina developments respectively have been rapidly filled up.

Tameside Council and the Tameside and Glossop Integrated Care Organisation are both committed to the principles of One Public Estate. The consolidation of premises and relocation of services into combined facilities in town centres will both increase footfall onto highstreets and free up space in buildings for social enterprises, employment space, cultural assets and other diverse uses.



OPPORTUNITIES



HEALTH INNOVATION

The GM Independent Prosperity Reviewers Report identified that Health Innovation is “one of Greater Manchester’s strengths at the frontier of new innovation and high skilled jobs creation. The establishment of the Tameside and Glossop Integrated Care Foundation Trust in 2017 has put the borough in a strong position to be one of the leading areas in the development of this opportunity.

The Trust’s streamlined combined governance and procurement decision making has made the adoption of more innovative approaches such as the Digital Remote Health service easier to implement and more agile in responding to demands from carers, patients and health care providers.

As founder members of the Tameside Digital Infrastructure co-operative both the Council and NHS having been at the forefront of the borough’s innovative approach to driving the roll out of fibre-optic connectivity across Tameside. Due to the public sector’s leadership on this project, the Council’s buildings, the Hospital and our GP practices all have access to super-fast digital connectivity.

The Dark Fibre network now runs within 200m of 50% of Tameside’s residential and employment properties, providing the backbone required both for fibre to the premises and 5G connectivity to support the implementation of digital health solutions which require high bandwidth and low latency across the borough.

This marriage of infrastructure, governance, willingness to innovate and collated store of health data, linked to further development of the St. Petersfield Digital Quarter, means that there is an opportunity for Tameside to become a leading test bed and development centre for Health related 5G applications and eHealth solutions.



OPPORTUNITIES

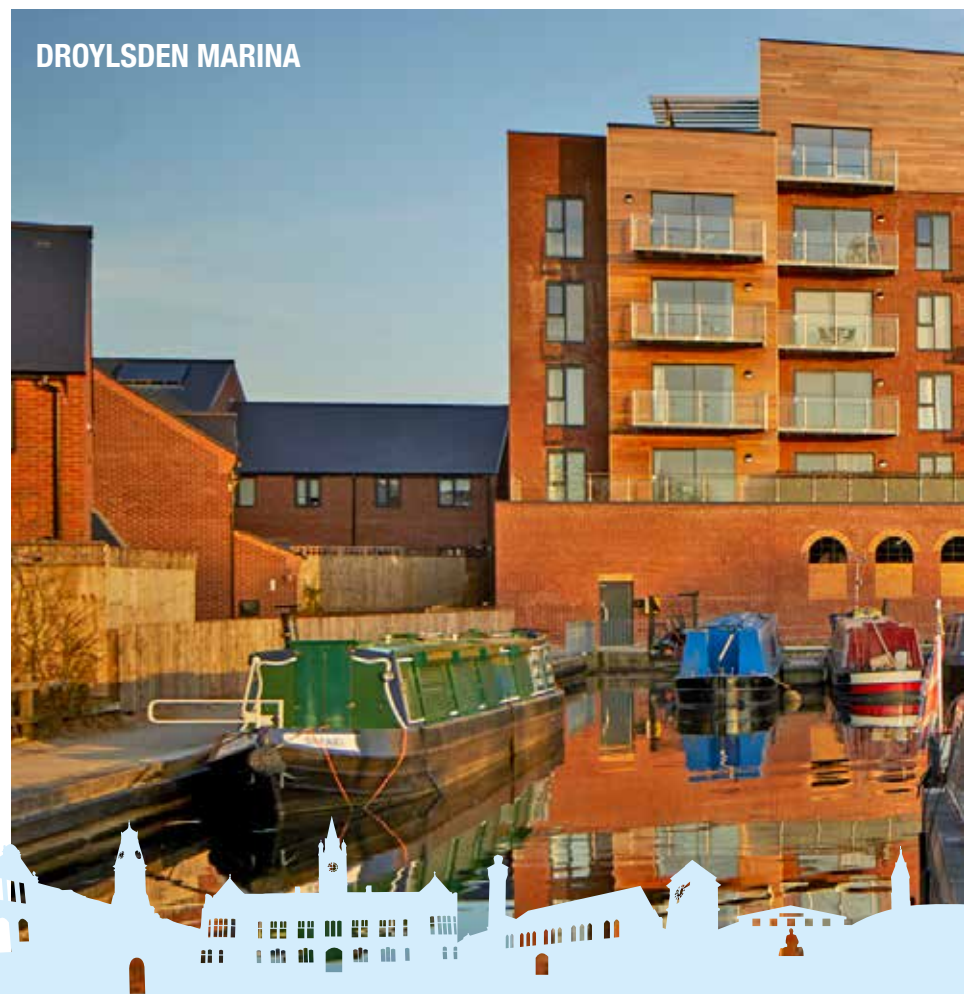
OPPORTUNITIES

HOUSING: REGENERATING TOWN CENTRES, DEVELOPING SKILLS AND ADDRESSING POVERTY

Tameside's excellent location, sitting between Manchester City Centre, one of the country's major economic powerhouses, and the Peak District, with excellent transport links across the north of England means it has great potential for housing led regeneration. The borough's 9 towns offer a range of distinct lifestyles, from the Pennine foothills of Hattersley and Mossley, to the river and canal frontages of Stalybridge, to the edge of City Centre town houses and apartments being developed in Droylsden. This diversity is reflected in the range of development opportunities in the borough, with the Garden Village at Godley Green, and the brownfield former industrial sites on the edge of Droylsden and Stalybridge town centres being the larger opportunities, and a range of voids, empty buildings and unneeded retail units offering smaller, more central plots.

This range of options, located in and on the edge of the borough's towns, connected to the broader economic opportunities and services across the city region, provide the opportunity to follow other locations which have seen increased residential development revive their town centres. The major development at Godley Green, for example, will put over 2000 households of potential customers within walking distance of Hyde town centre's retail and leisure offering. The demand for a broader housing offer in the borough has been demonstrated by the rapid take-up of newly developed houses in Hattersley and private rental flats at Summers Quay in Stalybridge. The delivery of new homes in a broader range of types and values, will increase the borough's Council Tax base, helping to fund services.

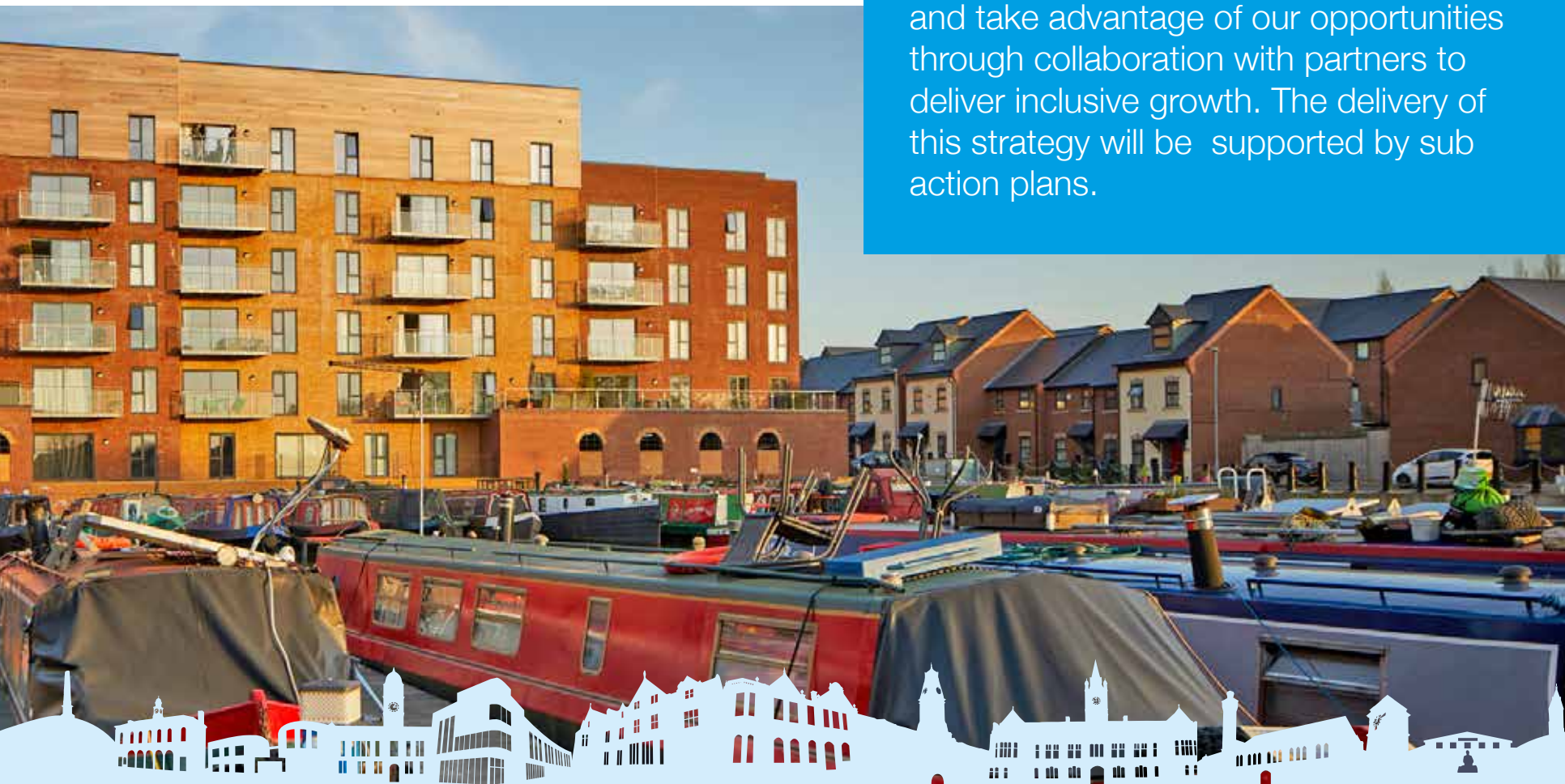
Further to the potential of new build development and conversion, there is also an opportunity for the refurbishment and uplift of the borough's existing housing stock. With 88% of the borough's housing being in council tax Bands A – C , with the majority being 2 and 3 beds, and starting to age, there is both the need and opportunity for the borough's existing stock to be improved. The incoming legislation governing the energy performance of homes will be a spur for increased measures to improve the efficiency of homes, reducing fuel poverty and addressing some of the health issues around cold and damp.



This is also an opportunity to investigate the possibilities offered by better digital connectivity to introduce new technologies for remote care, and to work with housing associations and developers to look at new ownership and management models, and training providers to develop skills for retrofit and low carbon technologies.

PROJECTS AND DELIVERY

We will deliver this Inclusive Growth Strategy over the next 5 years with partners, stakeholders and our community. Our aims are provided in more detail to demonstrate how we will measure success, meet our challenges and take advantage of our opportunities through collaboration with partners to deliver inclusive growth. The delivery of this strategy will be supported by sub action plans.



Ashton Moss West

Part of the Eastern Growth Cluster

Aims	One , Three
Strengths	Location and Quality of Life Connectivity – Digital and Strategic Infrastructure, Diverse Manufacturing and Engineering Sector
Opportunities	Advanced Manufacturing & Materials (GM LIS)
Challenges	Development space and building stock

- 58 hectare site with capacity for @160,000 sqms of high quality employment facilities including industrial space, R&D laboratories and supporting office and logistics developments.
- Close proximity to rail, tram and motorway connections, as well as high speed dark fibre network.
- Scale and location are ideal for an Advanced Manufacturing hub.



Delivering:



Jobs



Workspace



Infrastructure

PROJECTS

Ashton Moss



PROJECTS

St. Petersfield

Part of the
Eastern Growth Cluster

Aims

One , Three, Eight, Eleven

Strengths

Location and Quality of Life
Connectivity – Digital and Strategic
Infrastructure
Integration of Strategic Commissioning
for health

Opportunities

Health Innovation
Digital Media, Creative and Tech (GM LIS)

Challenges

Land Supply and Building Stock
Sectoral Spread

- Tameside’s primary quality office development, with capacity for 30,000 sqms of new floorspace.
- Close proximity to rail, tram and motorway connections, as well as high speed dark fibre network.
- Home to health, legal and digital and tech businesses as well as Ashton Old Baths Innovation Centre.
- Potential to be a Creative & Digital or HealthTech hub.

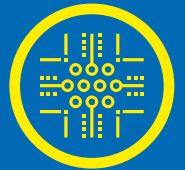


Delivering:



Jobs

Workspace



Infrastructure

St. Petersfield



PROJECTS

Godley Green Garden Village



Aims	Nine
Strengths	Location and Quality of Life Connectivity – Digital and Strategic Infrastructure
Opportunities	Housing: Regenerating Town Centres, developing skills and addressing poverty
Challenges	Land Supply and Building Stock Housing

- Prime location for the 2,350 homes and employment in an innovative Garden Village format.
- Increased demand for retail, leisure and services supporting Hyde town centre.
- £10m of Home England Grant secured to deliver infrastructure to support development.



Delivering:

- Homes
- Jobs
- Workspace
- Infrastructure

PROJECTS

Godley Green Garden Village



Hattersley



Aims	Nine, One, Two
Strengths	Location and Quality of Life Connectivity – Digital and Strategic Infrastructure
Opportunities	Housing: Regenerating Town Centres, developing skills and addressing poverty Highly connected Town Centres.
Challenges	Land Supply and Building Stock Housing

- Highly successful regeneration project, delivered by an innovative public private partnership.
- Homes, public realm and skills programmes working together to tackle deprivation.
- Delivery of 270 new homes and Bio-Science employment campus in process, with capacity for more.

Delivering:



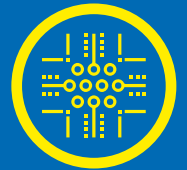
Homes



Skills



Jobs



Workspace



Infrastructure



Hattersley & Longdendale



Town Centre Regeneration

Aims

Eight, Nine, Ten

Strengths


Location and Quality of Life
Connectivity – Digital and Strategic Infrastructure,
Diverse Manufacturing and Engineering Sector

Opportunities

Housing: Regenerating Town Centres, developing skills and addressing poverty
Highly Connected Town Centres

Challenges

Land Supply and Building Stock Housing Sectoral Spread

- Diverse town centres offering a range of opportunities for residential, retail, health and leisure development.
- Location between Manchester city centre and the Pennines offers excellent economic and quality of life potential.
- All centres well connected by road, rail and dark fibre infrastructure.
- Ashton Town Centre is part of the Eastern Growth Cluster Project 
- Hyde Town Centre is part of the Hyde Triangle Project 



Delivering:

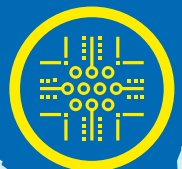


Homes



Jobs

Workspace



Tameside Wellness Centre - Denton



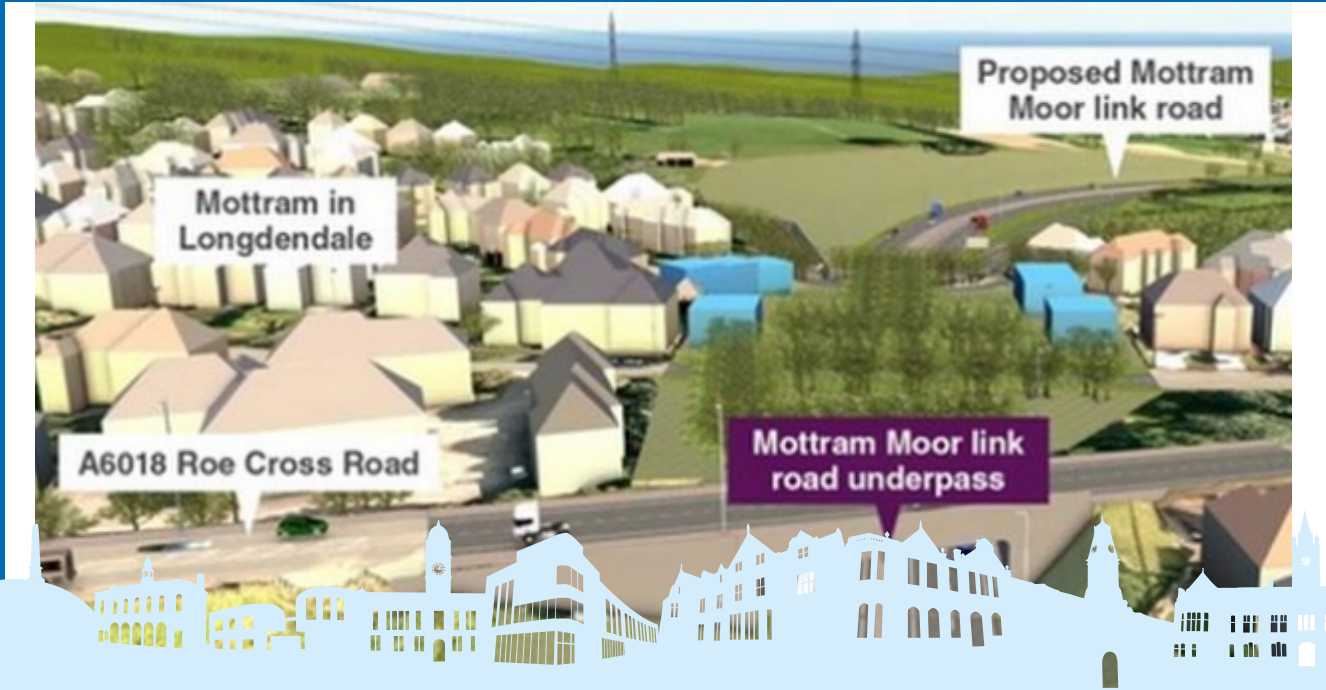
Mottram Bypass and Glossop Spur



Aims	Nine, One, Two
Strengths	Location and Quality of Life Connectivity – Digital and Strategic Infrastructure,
Opportunities	Advanced Manufacturing & Materials (GM LIS)
Challenges	Health

- Major transport infrastructure upgrade, improving links between Greater Manchester and South Yorkshire.
- Removing a bottleneck, reducing traffic congestion, improving productivity and reducing air pollution.
- Bringing Tameside closer to the South Yorkshire Advanced Manufacturing hub.

PROJECTS



Delivering:



Jobs



Infrastructure

A57 Mottram Moor



Employment and Skills Projects

Aims

Nine, One, Two

Strengths

Location and Quality of Life

Opportunities

Digital, Creative, Media and Tech
Advanced Manufacturing & materials
(GM Lis)

Challenges

Productivity, Pay, Skills and health.

- Delivering more employment services for residents with mental health conditions through integrated support to raise quality, access and sustainability of opportunities.
- National pilot of innovative In Work Progression service to those in low income employment to advance their careers.
- Establish long term community networks and directly support residents and business who are digitally excluded.
- Re-purposed targeted employment and skill programmes for young people and adults economically impacted by COVID19



Delivering:

Skills



Jobs






Employment and Skills Projects - HACK



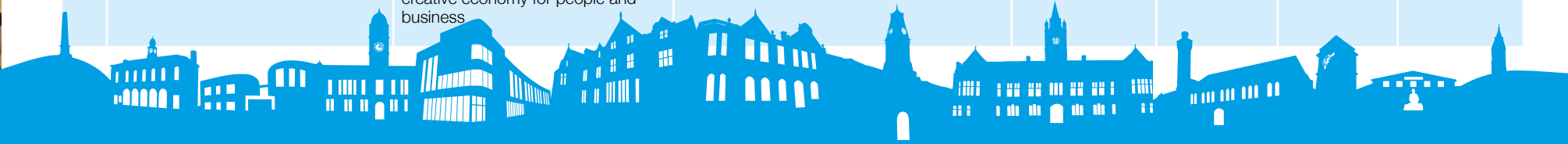
PROJECTS

AIMS & PRIORITIES







No.	Priority	Aim	Success Measure	Key known delivery partners	Inclusivity	Corporate Plan	Local Industrial Strategy Theme
1	Delivery of high quality office buildings on plots 1 and 3 in St. Petersfield, to kick start the delivery of the full St. Petersfield Masterplan developing our digital and creative quarter	<p>1 Attract inward investment and support existing businesses to increase the number of good jobs in the borough</p> <p>3 Increase productivity across our whole economy</p> <p>8 Make our Town Centres hubs for living, culture, employment and services including retail</p> <p>11 Enable an inclusive digital and creative economy for people and business</p> <p>12 Seize the economic opportunities presented as we transition to carbon neutrality by 2038</p>	<p>These measures will reviewed annually as our understanding of the health and socio-economic impacts of COVID19 increases. The review of the Council's 'Growth' priorities will be informed by this understanding..</p> <p>A revised masterplan for the delivery of the remaining plots of development land approved and adopted</p> <p>A Delivery partner / mechanism for developing the remaining masterplan plots secured</p> <p>2500 sq. ms. of office floor space delivered on St. Petersfield plot 3.</p> <p>St. Petersfield rebranded as a creative digital and tech quarter.</p> <p>An impactful place based marketing campaign for St. Petersfield developed and delivered.</p> <p>Attract an increase in inward investment into Tameside. More knowledge intensive businesses attracted into the area.</p>	<p>Private sector</p> <p>GMCA</p> <p>MIDAS</p> <p>Oxford Innovation</p>	<p>Creation of jobs, requirement for skills and economic activity in wards with high rankings in IMD</p>	<p>Work Skills & Enterprise</p>  <p>Infrastructure & Environment</p> 	<p>Health Innovation</p> <p>Digital Creative and Media</p> <p>Place</p>
2	Develop and deliver a comprehensive destination / place marketing strategy and campaign to promote Tameside as a digitally enabled borough that empowers people and business to achieve	<p>1 Attract inward investment and support existing businesses to increase the number of good jobs in the borough</p> <p>11 Enable an inclusive digital and creative economy for people and business</p>	<p>Increased inward investment enquiries generated.</p>	<p>GMCA</p> <p>Prosperous Network</p> <p>MIDAS</p>	<p>No direct link. Strategy would aim to increase investment benefiting general economic growth</p>	<p>Work Skills & Enterprise</p> 	<p>Place</p>


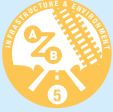

AIMS & PRIORITIES



AIMS & PRIORITIES



No.	Priority	Aim	Success Measure	Key known delivery partners	Inclusivity	Corporate Plan	Local Industrial Strategy Theme
		Build Back Better from COVID19 runs through all the priorities due the encompassing nature of the Pandemic based on impact and analysis since December 2019.	These measures will reviewed annually as our understanding of the health and socio-economic impacts of COVID19 increases. The review of the Council's 'Growth' priorities will be informed by this understanding..				
3	Deliver viable options for Ashton Moss and realise its potential as a transformative development for the borough	<p>1 Attract inward investment and support existing businesses to increase the number of good jobs in the borough</p> <p>3 Increase productivity across our whole economy</p>	<p>Masterplan produced for development of Ashton Moss.</p> <p>A full suite of technical reports and plans for the delivery of development on Ashton Moss adopted.</p> <p>Delivery partner / mechanism for the delivery of transformational development identified</p>	<p>Private sector and landowners</p> <p>GMCA</p> <p>MIDAS</p>	Creation of jobs, requirement for skills and economic activity in wards with high rankings in IMD	<p>Work Skills & Enterprise</p>  <p>Infrastructure & Environment</p> 	Advanced Materials and Manufacturing
4	Deliver more, better quality, employment space through promotion of employment sites, and exploring options to uplift existing estates, with a focus on creating and scaling Knowledge Intensive businesses.	<p>1 Attract inward investment and support existing businesses to increase the number of good jobs in the borough.</p> <p>3 Increase productivity across our whole economy.</p> <p>11 Enable an inclusive digital and creative economy for people and business</p> <p>12 Seize the economic opportunities presented as we transition to carbon neutrality by 2038</p>	<p>An increase in the amount of employment floor space developed.</p> <p>Improved quality of workspace available throughout the borough (measured by uplift of rateable value of properties)</p>	<p>Private sector and landowners</p> <p>GMCA</p> <p>MIDAS</p>	Creation of jobs, requirement for skills and economic activity across the borough	<p>Work Skills & Enterprise</p>  <p>Infrastructure & Environment</p> 	<p>Place</p> <p>Business Environment</p>





No.	Priority	Aim	Success Measure	Key known delivery partners	Inclusivity	Corporate Plan	Local Industrial Strategy Theme
		Build Back Better from COVID19 runs through all the priorities due the encompassing nature of the Pandemic based on impact and analysis since December 2019.	These measures will reviewed annually as our understanding of the health and socio-economic impacts of COVID19 increases. The review of the Council's 'Growth' priorities will be informed by this understanding..				
5	Increase the productivity of businesses based in the borough by supporting them to access funding and support to invest in new machinery and skills and to develop new business models and products with a focus on digitally enabled productivity in advanced manufacturing	<p>1 Attract inward investment and support existing businesses to increase the number of good jobs in the borough</p> <p>2 Increase aspirations, employment, pay, skills and health across our whole population.</p> <p>11 Enable an inclusive digital and creative economy for people and business</p> <p>12 Seize the economic opportunities presented as we transition to a carbon neutrality by 2038</p>	<p>Increased numbers of collaborations between Universities and businesses, resulting in:</p> <ul style="list-style-type: none"> • new business models being adopted. • new to business and new to market products being developed and launched. <p>Increased numbers of grants and loans from innovation support schemes such as Made Smarter accessed by Tameside businesses</p> <p>Increased number of level 3+ Apprenticeship star</p>	<p>Private sector</p> <p>GMCA</p> <p>Growth Company</p> <p>MIDAS</p> <p>HE and FE providers</p>	<p>Increased productivity linked to increased pay and health outcomes.</p>	<p>Work Skills & Enterprise</p> 	<p>Business Environment</p> <p>Ideas</p> <p>Advanced Materials and Manufacturing</p> <p>Health Innovation</p>
6	Support businesses in the borough to modernise equipment and adopt low carbon and resource efficient practices and processes to reduce energy costs, improve productivity and support the Clean Growth Agenda	<p>1 Attract inward investment and support existing businesses to increase the number of good jobs in the borough</p> <p>3 Increase productivity across our whole economy</p> <p>12 Seize the economic opportunities presented as we transition to carbon neutrality by 2038</p>	<p>Increased businesses take up of advice re sustainable travel planning by TfGM / and adoption of sustainable travel practices.</p> <p>High take-up of COVID-19 recovery Government energy efficiency grants.</p> <p>Increased business take up of Growth Company energy savings reviews and grants to implement measures to reduce energy use.</p>	<p>Private sector</p> <p>GMCA</p> <p>Growth Company</p> <p>MIDAS</p> <p>HE providers</p>	<p>Waste reduction</p> <p>Health improvements from cleaner air</p>	<p>Infrastructure & Environment</p>  <p>Work Skills & Enterprise</p> 	<p>Business Environment</p> <p>Ideas</p>



AIMS & PRIORITIES




No.	Priority	Aim	Success Measure	Key known delivery partners	Inclusivity	Corporate Plan	Local Industrial Strategy Theme
7	Deliver and lead employment programmes to support people to access good quality employment by progressing in their careers, returning to work, or transitioning into new opportunities, whilst fostering an enterprise culture which support residents to have the ability to expand and build their talents	<p>2 Increase aspirations, employment, pay, skills and health across our whole population.</p> <p>11 Enable an inclusive digital and creative economy for people and business</p>	<p>COVID19 Employment Response delivered to enable employers and employees to access support to employment and skills services to reduce impact of recession on employment</p> <p>Increase percentage of working age in Employment from 74% to 78% by 2025</p> <p>Increase median annual income from £24,405 to £27,492</p> <p>Number of 16-17 year olds in education, employment or training from 93.14% to 95% by 2025</p> <p>Healthy life expectancy life expectancy from birth from M58.1 and F 57.6 to M 61.2 and F62.3 by 2025</p> <p>Increase in working age population with a disability or mental health condition</p> <p>Scaled and successful Living Life Well Programme (Neighbourhood Mental Health Team)</p> <p>Increase opportunities for people to stay well in the community and get help before/during crisis</p> <p>Increase levels of self-care / social prescribing</p>	<p>Private Sector</p> <p>GMCA</p> <p>Welfare to work providers</p> <p>DWP</p> <p>CCG</p> <p>Pennine Care</p> <p>Voluntary Sector</p> <p>Housing providers</p>	<p>Increasing income through employment, raising skills for residents in work increasing access to new roles and higher pay</p>	<p>Work Skills & Enterprise</p>  <p>Longer & Healthier Lives</p> 	<p>People</p> <p>Business Environment</p>








No.	Priority	Aim	Success Measure	Key known delivery partners	Inclusivity	Corporate Plan	Local Industrial Strategy Theme
8	Deliver and lead quality education/skills (from early years through to adult) and careers guidance to support progression in employment or into work with a focus on empowering people through digital inclusion and aligning them with the new employment opportunities and skills demand following the COVID-19 pandemic	<p>2 Increase aspirations, employment, pay, skills and health across our whole population.</p> <p>3 Increase productivity across our whole economy.</p> <p>11 Enable an inclusive digital and creative economy for people and business</p> <p>12 Seize the economic opportunities presented as we transition to carbon neutrality by 2038</p>	<p>These measures will reviewed annually as our understanding of the health and socio-economic impacts of COVID19 increases. The review of the Council's 'Growth' priorities will be informed by this understanding..</p> <p>Increase the number of people earning above the Living Wage - % earning below the rate 27% to 22% by 2025</p> <p>Percentage of population with at least level 3 skills 47.5% to 54.9% by 2025</p> <p>No. of CEIAG opportunities created with employers for young people aged between 14 and 18.</p> <p>Increase the number of Tameside residents studying for level 4 skills in the borough.</p> <p>Number of apprenticeships started 2050 to 2310 by 2025</p> <p>Increase median annual income from £24,405 to £27,492 by 2025</p> <p>Healthy life expectancy life expectancy from birth from M58.1 and F 57.6 to M 61.2 and F62.3 by 2025</p> <p>Increase the proportion of children with good reading skills</p> <p>Children attending 'Good' and 'Outstanding' Early Years settings</p> <p>Children attending 'Good' and 'Outstanding' school</p> <p>% KS4 going into/remaining in further education from 84% to 90% 2025</p> <p>% achieving Grade 4 or above in English & Maths GCSEs from 62.9% to 70% by 2025</p>	<p>Early Years Settings</p> <p>Primary and Secondary Schools</p> <p>FE and HE Providers</p> <p>Adult Education providers</p> <p>Welfare to work providers</p> <p>Private Sector</p> <p>DWP</p> <p>CCG</p> <p>Pennine Care</p> <p>Voluntary Sector</p> <p>Housing providers</p>	<p>Increasing income through employment, raising skills for residents in work increasing access to new roles and higher pay</p>	<p>Work Skills & Enterprise</p>  <p>Longer & Healthier Lives</p> 	<p>People</p> <p>Business Environment</p>



AIMS & PRIORITIES

No.	Priority	Aim	Success Measure	Key known delivery partners	Inclusivity	Corporate Plan	Local Industrial Strategy Theme
		Build Back Better from COVID19 runs through all the priorities due the encompassing nature of the Pandemic based on impact and analysis since December 2019.	These measures will reviewed annually as our understanding of the health and socio-economic impacts of COVID19 increases. The review of the Council's 'Growth' priorities will be informed by this understanding..				
			<p>% achieving a 'good' level of development from 67% to 75%</p> <p>Increase the number of people participating in pre employment training</p> <p>Tameside College Construction Skills Centre completed and contributing to local skills and businesses.</p> <p>Provide 1,500 places for 11-18 year olds to participate in digital and coding events such as HACKs by 2025</p>				
9	Develop an increased Higher Education offer in Tameside through the development of Vision Tameside Campus at Tameside College Beaufort Road	<p>2</p> <p>Increase aspirations, employment, pay, skills and health across our whole population.</p> <p>3</p> <p>Increase productivity across our whole economy.</p>	<p>Percentage of population with at least level 3 skills 47.5% to 54.9% by 2025</p> <p>Number of apprenticeships started 2050 to 2310 by 2025</p> <p>Increase median annual income from £24,405 to £27,492 by 2025</p>	<p>Tameside College</p> <p>GMCA</p> <p>HE providers</p> <p>Private sector</p>	<p>Increasing income through employment, raising skills for residents in work increasing access to new roles and higher pay</p>	<p>Work Skills & Enterprise</p>  <p>Longer & Healthier Lives</p> 	<p>People</p> <p>Business Environment</p>
10	Increase the start-up rate for new businesses by effective integration and delivery of new business and self-employment support programmes	<p>3</p> <p>Increase productivity across our whole economy.</p> <p>4</p> <p>Encourage, start and grow new businesses and social enterprise models</p>	<p>New enterprises (percentage of total businesses) from 12% to 19% by 2025</p> <p>Increase percentage of working age in Employment from 74% to 78% by 2025</p>	<p>Private Sector</p> <p>Growth Company</p>	<p>Raising skills for residents of the borough increasing ability to become self employed, reducing poverty</p>	<p>Work Skills & Enterprise</p> 	<p>People</p> <p>Business Environment</p>






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		Build Back Better from COVID19 runs through all the priorities due the encompassing nature of the Pandemic based on impact and analysis since December 2019.	These measures will reviewed annually as our understanding of the health and socio-economic impacts of COVID19 increases. The review of the Council's 'Growth' priorities will be informed by this understanding..				
11	Deliver social value outcomes through public sector procurement, land sales and by supporting businesses to deliver corporate social responsibility.	<p>5 Increase local spend to support local SMEs and social enterprises grow.</p> <p>12 Seize the economic opportunities presented as we transition to carbon neutrality by 2038</p>	<p>Increase in % of Tameside Council spend going to local SMEs</p> <p>Increased CEIAG activity generated through TMBC procurement contracts.</p> <p>Increased local employment and social value, opportunities on Tameside Council procured projects.</p> <p>Increase the number of Tameside anchor institute supplier contracts awarded to Tameside businesses</p> <p>Increase engagement with Tameside social value activities by all employers in the borough and all suppliers to our anchor institutions .</p> <p>Increase the quality and size of voluntary, community, faith and social enterprise sector</p>	<p>Private Sector</p> <p>Voluntary Sector</p> <p>Tameside College</p> <p>Tameside and Glossop PCT</p>	<p>Public sector procurement budgets driving delivery of targeted social value programmes across the borough</p>	<p>Work Skills & Enterprise </p> <p>Aspirations & Hope </p> <p>Resilient Families & Supportive Networks </p> <p>Infrastructure & Environment </p> <p>Nurturing Communities </p>	<p>Place</p> <p>People</p> <p>Business Environment</p>

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No.	Priority	Aim	Success Measure	Key known delivery partners	Inclusivity	Corporate Plan	Local Industrial Strategy Theme
		Build Back Better from COVID19 runs through all the priorities due the encompassing nature of the Pandemic based on impact and analysis since December 2019.	These measures will reviewed annually as our understanding of the health and socio-economic impacts of COVID19 increases. The review of the Council's 'Growth' priorities will be informed by this understanding..				
12	Deliver improved transport links throughout the borough including extending Metrolink to Stalybridge and Expanding and improving cycling and walking infrastructure in the borough	<p>6</p> <p>Ensure that our transport system links our residents to jobs and services.</p> <p>7</p> <p>Deliver the digital and transport infrastructure needed to grow our economy</p> <p>8</p> <p>Make our Town Centres hubs for living, culture, employment and services supporting a sustainable retail sector.</p> <p>12</p> <p>Seize the economic opportunities presented as we transition to carbon neutrality by 2038</p>	<p>Expanded Metrolink infrastructure connecting Stalybridge to the Network</p> <p>Reformed bus services, increasing routes, reliability and passenger numbers</p> <p>7.3 Miles of Beeline cycling infrastructure delivered</p> <p>Delivery of Streets for All schemes across the borough</p> <p>Town centre walkability improvements delivered</p> <p>Bike hubs installed into town centres</p> <p>Improve air quality</p>	<p>TFGM</p> <p>Private Sector</p>	<p>Improving transport links to jobs and services, removing barriers to employment and access for residents.</p> <p>Improved health from improved sustainable transport and cleaner air.</p>	<p>Infrastructure & Environment</p>  <p>Work Skills & Enterprise</p>  <p>Nurturing Communities</p> 	Infrastructure









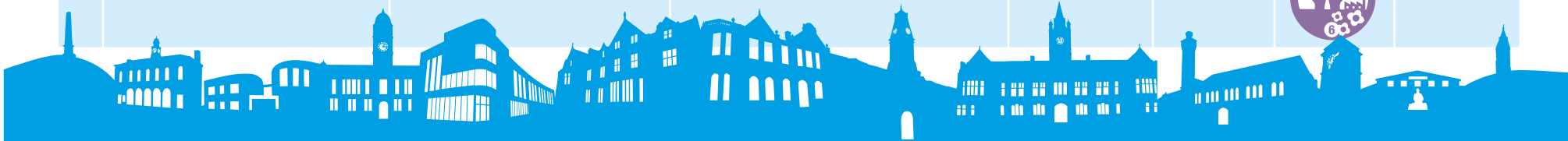
No.	Priority	Aim	Success Measure	Key known delivery partners	Inclusivity	Corporate Plan	Local Industrial Strategy Theme
		Build Back Better from COVID19 runs through all the priorities due the encompassing nature of the Pandemic based on impact and analysis since December 2019.	These measures will reviewed annually as our understanding of the health and socio-economic impacts of COVID19 increases. The review of the Council's 'Growth' priorities will be informed by this understanding..				
13	Expand the Tameside Dark Fibre Network and bring a 5G test bed project, such as eHealth and social care to the borough.	<p>7 Deliver the digital and transport infrastructure needed to grow our economy</p> <p>1 Attract inward investment and support existing businesses to increase the number of good jobs in the borough.</p> <p>11 Enable an inclusive digital and creative economy for people and business</p> <p>12 Seize the economic opportunities presented as we transition to carbon neutrality by 2038</p>	<p>Tameside Digital Strategy adopted</p> <p>Percentage of homes and business premises within 200m of dark fibre increased to 80%</p> <p>Partnership established with a 5G provider and a testbed for a 5G reliant technology established.</p> <p>4G Coverage expanded to 99% coverage of the borough.</p> <p>Increase the number of people helped to live at home</p> <p>Prevention support outside the care system</p>	<p>TDIC</p> <p>Private Sector</p> <p>GMCA</p> <p>DCMS</p> <p>Health Innovation Manchester</p>	<p>Improving digital links to jobs and services, removing barriers to employment and access for residents.</p>	<p>Infrastructure & Environment</p> <p>Work Skills & Enterprise</p>	<p>Digital Creative and Media</p> <p>Infrastructure</p> <p>Health and Innovation</p>



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AIMS & PRIORITIES






No.	Priority	Aim	Success Measure	Key known delivery partners	Inclusivity	Corporate Plan	Local Industrial Strategy Theme
14	Deliver the Mottram Bypass	<p>7</p> <p>Build Back Better from COVID19 runs through all the priorities due the encompassing nature of the Pandemic based on impact and analysis since December 2019.</p> <p>Deliver the digital and transport infrastructure needed to grow our economy</p>	<p>These measures will reviewed annually as our understanding of the health and socio-economic impacts of COVID19 increases. The review of the Council's 'Growth' priorities will be informed by this understanding..</p> <p>Full route of the Mottram Bypass delivered by 2025</p> <p>Improve air quality</p>	<p>TFGM</p> <p>DfT</p> <p>Private Sector</p>	<p>Improving transport links to jobs and services, removing barriers to employment and access for residents.</p> <p>Improved health from cleaner air.</p>	<p>Infrastructure & Environment</p>  <p>Work Skills & Enterprise</p>  <p>Nurturing Communities</p> 	Infrastructure
15	Improve Railway Station Infrastructure across the borough	<p>7</p> <p>Deliver the digital and transport infrastructure needed to grow our economy</p> <p>12</p> <p>Seize the economic opportunities presented as we transition to carbon neutrality by 2038</p>	<p>Improvements to Hattersley Station Delivered.</p> <p>Plans and funding streams developed for a new railway station to be built as part of Ashton Moss delivery programme.</p> <p>Increased passenger journey numbers recorded</p> <p>Improved air quality at key sites in the borough.</p>	<p>DfT</p> <p>TfGM</p> <p>Network Rail</p> <p>Private Sector</p>	<p>Improving transport links to jobs and services, removing barriers to employment and access for residents.</p> <p>Improved health from cleaner air.</p>	<p>Infrastructure & Environment</p>  <p>Work Skills & Enterprise</p>  <p>Nurturing Communities</p> 	Infrastructure







No.	Priority	Aim	Success Measure	Key known delivery partners	Inclusivity	Corporate Plan	Local Industrial Strategy Theme
		Build Back Better from COVID19 runs through all the priorities due the encompassing nature of the Pandemic based on impact and analysis since December 2019.	These measures will reviewed annually as our understanding of the health and socio-economic impacts of COVID19 increases. The review of the Council's 'Growth' priorities will be informed by this understanding..				
16	Increase the amount of residential development in our town centres	<p>8 Make our Town Centres hubs for living, culture, employment and services supporting a sustainable retail sector.</p> <p>9 Increase quality, affordability and choice in the borough's housing offer</p> <p>12 Seize the economic opportunities presented as we transition to carbon neutrality by 2038</p>	<p>Set by Housing Strategy</p> <p>Creating investment strategies to maximise opportunities as town centre retail uses change to re-vision the use of land and assets to create new housing opportunities</p> <p>AHousing strategy for older residents will be developed that sets out our plans to design housing and places in which people in mid and later life are economically, physically and socially active</p> <p>Increase the number of people helped to live at home using better design for new homes and technology in older properties</p>	<p>Private Sector</p> <p>Housing Associations</p> <p>Homes England</p> <p>Land Owners</p>	<p>Improved housing offer, with greater variety of choice and affordability, enabling increased economic activity, influx of skills into the borough and removal of housing related impacts on health and barriers for employment</p>	<p>Work Skills & Enterprise</p>  <p>Infrastructure & Environment</p> 	Place



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No.	Priority	Aim	Success Measure	Key known delivery partners	Inclusivity	Corporate Plan	Local Industrial Strategy Theme
17	Build on the success of the Stalybridge Town Centre Challenge Board's work, to develop clear visions and strategies for each of our town centres and diversify the offering between and within each centre	<p>8</p> <p>Build Back Better from COVID19 runs through all the priorities due the encompassing nature of the Pandemic based on impact and analysis since December 2019.</p> <p>Make our Town Centres hubs for living, culture, employment and services supporting a sustainable retail sector.</p>	<p>These measures will reviewed annually as our understanding of the health and socio-economic impacts of COVID19 increases. The review of the Council's 'Growth' priorities will be informed by this understanding..</p> <p>Clear Strategies and action plans developed for each Tameside town centre.</p> <p>Masterplans developed and adopted for each key town centre.</p> <p>Establish the Stalybridge Heritage Action Zone and deliver the outputs and outcomes of that programme</p> <p>Develop the plans and actions Hyde OPE</p> <p>Increased footfall and reduced vacant units.</p>	<p>GMCA</p> <p>Private Sector</p> <p>One Public Estate</p>	<p>Creation of jobs, requirement for skills and economic activity in wards with high rankings in IMD</p>	<p>Infrastructure & Environment</p>  <p>Work Skills & Enterprise</p>  <p>Nurturing Communities</p>  <p>Longer & Healthier Lives</p>  <p>Independence & Dignity in Older Age</p> 	Place






No.	Priority	Aim	Success Measure	Key known delivery partners	Inclusivity	Corporate Plan	Local Industrial Strategy Theme
		Build Back Better from COVID19 runs through all the priorities due the encompassing nature of the Pandemic based on impact and analysis since December 2019.	These measures will reviewed annually as our understanding of the health and socio-economic impacts of COVID19 increases. The review of the Council's 'Growth' priorities will be informed by this understanding..				
18	Develop Tameside's Night Time economy	<p>8</p> <p>Make our Town Centres hubs for living, culture, employment and services supporting a sustainable retail sector.</p>	<p>Increased Town Centre footfall after 5pm in the evening</p> <p>Increased leisure, food and service offerings in each town centre</p>	<p>GMCA</p> <p>Private Sector</p> <p>Voluntary Sector</p>	<p>Creation of jobs, requirement for skills and economic activity in wards with high rankings in IMD</p>	<p>Infrastructure & Environment</p>  <p>Work Skills & Enterprise</p> 	<p>Place</p> <p>Business Environment</p>
19	Deliver Godley Green Garden Village	<p>9</p> <p>Increase quality, affordability and choice in the borough's housing offer</p> <p>12</p> <p>Seize the economic opportunities presented as we transition to carbon neutrality by 2038</p>	<p>Gain planning permission for the development by the end of 2020</p> <p>Deliver 2350 new homes in Godley Green</p> <p>Deliver cycling, walking and public transport links connecting Godley Garden Village to Hyde town centre and broader area.</p> <p>Deliver employment space in Godley Garden Village.</p>	<p>Homes England</p> <p>MHCLG</p> <p>Private Sector</p>	<p>Creation of jobs, requirement for skills and economic activity in wards with high rankings in IMD</p>	<p>Infrastructure & Environment</p>  <p>Nurturing Communities</p> 	<p>Place</p>



AIMS & PRIORITIES



No.	Priority	Aim	Success Measure	Key known delivery partners	Inclusivity	Corporate Plan	Local Industrial Strategy Theme
20	Continue the housing lead regeneration of Hattersley.	<p>9 Build Back Better from COVID19 runs through all the priorities due the encompassing nature of the Pandemic based on impact and analysis since December 2019.</p> <p>1 Increase quality, affordability and choice in the borough's housing offer</p> <p>1 Attract inward investment and support existing businesses to increase the number of good jobs in the borough.</p> <p>2 Increase aspirations, employment, pay, skills and health across our whole population.</p>	<p>These measures will reviewed annually as our understanding of the health and socio-economic impacts of COVID19 increases. The review of the Council's 'Growth' priorities will be informed by this understanding..</p> <p>Deliver 370 more new homes in Hattersley.</p> <p>Public Realm improvement plans designed, consulted on and implemented, including Multi Use Games Areas completed.</p> <p>The RSK Science Campus delivered and fully occupied by knowledge intensive businesses.</p> <p>Regional Centre / retail park delivered and fully occupied</p>	<p>Homes England</p> <p>Barratts</p> <p>Onward Homes</p> <p>Private Sector</p>	<p>Creation of jobs, requirement for skills and economic activity in wards with high rankings in IMD</p>	<p>Infrastructure & Environment</p>  <p>Nurturing Communities</p>  <p>Work Skills & Enterprise</p>  <p>Independence & Dignity in Older Age</p> 	Place







No.	Priority	Aim	Success Measure	Key known delivery partners	Inclusivity	Corporate Plan	Local Industrial Strategy Theme
21	Broaden and uplift the borough's housing supply.	<p>9</p> <p>Increase quality, affordability and choice in the borough's housing offer</p> <p>12</p> <p>Seize the economic opportunities presented as we transition to carbon neutrality by 2038</p>	<p>Housing Strategy adopted</p> <p>Increased numbers of Council Tax Band C & D housing delivered across the borough</p> <p>HMO Landlord licensing scheme established driving improved accommodation standards across the sector</p> <p>Increased number of people helped to live at home through improved design, and adoption of innovative technologies</p> <p>Increased delivery and take up of prevention support outside the care system</p>	<p>Homes England</p> <p>GMCA</p> <p>Private Sector</p> <p>Housing Sector</p>	<p>Creation of jobs, requirement for skills and economic activity in wards with high rankings in IMD</p>	<p>Infrastructure & Environment</p>  <p>Nurturing Communities</p>  <p>Independence & Dignity in Older Age</p> 	Place



AIMS & PRIORITIES

No.	Priority	Aim	Success Measure	Key known delivery partners	Inclusivity	Corporate Plan	Local Industrial Strategy Theme
22	Extend Ashton Old Baths Digital Innovation Centre and deliver Data Centre to scale our digital offer including start up and growth businesses	<p>10 Use the Public Sector Estate to support start-ups, social enterprises and charities to deliver and grow.</p> <p>1 Attract inward investment and support existing businesses to increase the number of good jobs in the borough.</p> <p>11 Enable an inclusive digital and creative economy for people and business</p>	<p>These measures will reviewed annually as our understanding of the health and socio-economic impacts of COVID19 increases. The review of the Council's 'Growth' priorities will be informed by this understanding..</p> <p>Phase 3 of Ashton Old Baths completed to budget, delivering a greater range of accommodation options for the sector.</p> <p>Centre occupancy returned to 95% as soon as possible and maintained at that rate .</p> <p>A place marketing campaign based around the completion of phase 3 of Ashton Old Baths and the opportunities offered by the data centre and dark fibre links to the University Corridor, developed and delivered.</p>	<p>Oxford Innovation</p> <p>MIDAS</p> <p>Co-Operative Network Infra-structure</p> <p>Data Centre Operator</p>	<p>Improving digital links to jobs and services, removing barriers to employment and access for residents.</p>	<p>Infrastructure & Environment</p>  <p>Work Skills & Enterprise</p> 	<p>Digital Creative and Media</p> <p>Ideas</p>



No.	Priority	Aim	Success Measure	Key known delivery partners	Inclusivity	Corporate Plan	Local Industrial Strategy Theme
		Build Back Better from COVID19 runs through all the priorities due the encompassing nature of the Pandemic based on impact and analysis since December 2019.	These measures will reviewed annually as our understanding of the health and socio-economic impacts of COVID19 increases. The review of the Council's 'Growth' priorities will be informed by this understanding..				
23	Use the Strategic Asset Management Plan to help deliver Inclusive Growth across the borough, Using public sector property assets effectively to support regeneration and economic development	<p>10 Use the Public Sector Estate to support start-ups, social enterprises and charities to deliver and grow.</p> <p>8 Make our Town Centres hubs for living, culture, employment and services supporting a sustainable retail sector.</p> <p>9 Increase quality, affordability and choice in the borough's housing offer</p> <p>12 Seize the economic opportunities presented as we transition to carbon neutrality by 2038</p>	<p>Measures set in Strategic Asset Management Plan</p> <p>Health Hubs delivered in 4 key Town Centre locations, bringing increased footfall to key locations.</p> <p>An innovative One Public Estate approach to public sector assets adopted to increase services in town centres raising footfall adopted.</p> <p>Opportunities to use capacity Markets, Town Halls and other public sector buildings to support start-ups and charities identified, and an offer developed.</p> <p>Key publicly owned assets deployed in assembling and delivering sites for regeneration and development</p>	<p>One Public Estate</p> <p>CCG</p> <p>DWP</p> <p>Police, Fire and Rescue</p>	<p>Creation of jobs, requirement for skills and economic activity in wards with high rankings in IMD</p>	<p>Infrastructure & Environment</p> <p></p> <p>Work Skills & Enterprise</p> <p></p> <p>Nurturing Communities</p> <p></p> <p>Aspirations & Hope</p> <p></p>	<p>Business</p> <p>Environment</p> <p>Place</p>
24	Develop a comprehensive Planning Framework which encourages employment and housing developments in sustainable and accessible locations in the borough, reflecting the strategic priorities of the Inclusive Growth Strategy, Housing Strategy and SAMP.	All	<p>GMSF concluded.</p> <p>Local Plan written and adopted.</p>	<p>GMCA</p> <p>Private sector</p>	<p>Creation of jobs, requirement for skills and economic activity in wards with high rankings in IMD</p>	All	<p>Place</p> <p>Infrastructure</p> <p>Clean Growth</p>



