

Action Plan	Due Date	Status
<p><b>KEY</b></p> <ul style="list-style-type: none"> <li><span style="color: red;">■</span> for actions not on track</li> <li><span style="color: orange;">■</span> for actions not on track due to circumstances outside our control,</li> <li><span style="color: blue;">■</span> for actions that are on track but not yet due for completion</li> <li><span style="color: green;">■</span> for actions that have been completed</li> </ul>		

<b>EE1013 Refresh the Borough Renaissance Masterplan as a mechanism to respond to the GM Growth and Reform Plan and as a framework for public and private sector investment to over the next 10 years</b>	<b>30 September 2015</b>	<span style="color: orange;">■</span>
---	--------------------------	---------------------------------------

Objectives: Promoting Regeneration and the Economic growth of the Borough

*This has been put on hold whilst the conclusions following the Peer Review are considered and as a result of the Council and its partners looking at all their plans with the view to create a 'Borough Plan' whilst taking into account influences from Greater Manchester. I suggest that the timescale is revised to December 2016, which will give time for the above work to take place and for the Cabinet/Leadership Team away day to take place in February and for the way forward to be agreed.*

<b>EE1004 To secure the adoption of the Core Strategy</b>	<b>10 October 2015</b>	<span style="color: orange;">■</span>
---	------------------------	---------------------------------------

Objectives: Promoting Regeneration and the Economic growth of the Borough

*The Council is awaiting the report of the Planning Inspector following the closure of the Examination in Public in June. The Inspector has been in contact with the Council to request confirmation of a number of matters in the context of writing his report and any main modifications proposed in it which is required to find the plan sound. It is hoped the Inspector will clarify his position during January 2016. Following a statutory period of consultation on any final modifications which may be proposed by the Inspector it is hoped to adopt the Core Strategy through Full Council in Summer 2016.*

<b>EE6002 Complete River Re-opening Scheme</b>	<b>31 January 2016</b>	<span style="color: orange;">■</span>
--	------------------------	---------------------------------------

Objectives: Deliver major capital programmes on time and on budget

*All demolitions have been completed, the upstream elevation of the historic bridge has been repaired, the suspended footway has been installed and the upstream area of the butts has been partially completed and reopened to the public. Adverse weather conditions in November and December delayed some aspects of work on the project and it will now complete in late spring 2016.*

Action Plan	Due Date	Status
<b>EE1007 Deliver the Council's statutory responsibilities as a Lead Local Flood Authority</b>	<b>31 March 2016</b>	
<p>Objectives: Promoting Regeneration and the Economic growth of the Borough</p> <p><i>Community flood resilience activities continue in Wardleworth and Heywood with the National Flood Forum. These have been extended to Littleborough to include Community Hubs, schools and young people engagement activities and promotion of flood resilience materials to 'at risk' neighbourhoods and businesses. The first phase of the Calder Brook flood alleviation scheme, a flood basin at Townhouse Road has now been completed and work is ongoing in respect of land acquisition and design of the final phase which includes a second flood storage basin on land above Springfield Avenue, Littleborough. This is due to be completed by March 2017. The impact of significant flooding from a storm event on 26 December has been across the borough but largely concentrated in Rochdale town centre, Wardleworth and Littleborough. A recovery programme is underway and a review of flood risk management and mitigation measures including the scope for additional measures is underway in partnership with the Environment Agency and any outcomes arising from this will be separately reported to Members.</i></p>		
<b>EE6007 Deliver the renewable energy programme across two phases for completion in summer of 2015 and summer of 2016 respectively. The programme will also explore other renewable energy schemes.</b>	<b>31 March 2016</b>	
<p>Objectives: Deliver major capital programmes on time and on budget</p> <p><i>The proposed 5MW (Mega Watt) solar farm at Chamber House Farm cannot now be progressed due to changes in subsidy regime announced by the government recently. However, this project may still be financially viable in the future as the cost of equipment for solar farms continues come down and cost of energy goes up. Once we are confident that financial return from this project is in line with our investment policy, we will bring forward options to Members to progress this project. ..Work continues to deliver the innovative 150kW wind turbine at Birch Business Park in South Heywood. This project will create additional revenue by selling energy to one of the businesses on the park and will create inward investment and PR opportunities for the council...</i></p>		
<b>EE1008a Develop and Maintain Effective Client role for RDA (Priority Projects, Growth and Enterprise, Kingsway)</b>	<b>31 January 2016</b>	
<p>Objectives: Promoting Regeneration and the Economic growth of the Borough</p> <p><i>Quarterly reports of the performance of RDA go to the Communities, Regeneration and Environment Overview and Scrutiny meetings. A Deed of Variation to the Grant Funding Agreement has been signed to adjust the annual grant as a result of the formation of the Council's new Economy Directorate. Legal and financial work is ongoing to enable the transition of the RDA to a local authority –owned company. This indicator is on track.</i></p>		

Action Plan	Due Date	Status
<b>EE1006 To explore and, subject to Council agreement, take forward for adoption a Community Infrastructure Levy on certain types of new development across the Borough</b>	<b>31 March 2016</b>	

Objectives: Promoting Regeneration and the Economic growth of the Borough

*Feasibility work on introducing a Community Infrastructure Levy (CIL) on new development in the Borough has been commissioned and an options report will be presented to Cabinet before the end of 2015. The timetable for making progress with the CIL is linked to the adoption of the Core Strategy as the viability of a CIL in the Borough needs to be tested against the ability of the Council to deliver the scale of development planned within the Core Strategy, once adopted. Based on the level of development set out in the draft Core Strategy, it is expected that a limited charging schedule could be viable within the Borough, albeit not in all wards. The Council awaits the views of the Planning Inspector as to how much development e.g. new housing the Inspector feels will be required across the Borough over the plan period up to 2028 before we can finalise this viability exercise. Further clarification is expected from the Planning Inspector during January 2016. There is no legal requirement to introduce a CIL. Most GM Districts are not proposing to do so and few in the north of England. The initial work has concluded the CIL is unlikely to secure additional income from development than could be received from S106 agreements. However, as it becomes harder to pool contributions from new development this may change. The main advantage of having an adopted CIL charging schedule is that it provides much greater flexibility on how we spend monies received as there will be no restriction on the pooling of developer contributions. It can also be applied to all residential development. The devolution of further planning powers in November 2015 to a directly elected Mayor for Greater Manchester includes a power to create a GM wide CIL, funded from the release of strategic land for development, to support investment in infrastructure needed to deliver economic growth. Once we have the Inspector's clarification, Cabinet will be asked to determine whether they wish Officers to progress this work further, or default to the current position whereby, owing to the legal restrictions on the pooling of S106 contributions, Officers are now having to specify as part of a planning recommendation a specific project for the use of any future developer contribution. If the Cabinet wishes to explore the implementation of the Levy further, the next stage will be to present a further report to Cabinet with a proposed charging schedule and a set of spending priorities, and to then consult on this schedule in 2016. The introduction of a CIL would require independent Examination by a Planning Inspector before it can be adopted for planning purposes. The decision to introduce the CIL would rest with Full Council.*

<b>EE1010 Increase job creation in the borough through attracting new private sector investment supporting local business growth and increasing business resilience (e.g. in town centres), ensuring linkages between job creation and skills and employment projects</b>	<b>31 March 2016</b>	
---	----------------------	---

Objectives: Promoting Regeneration and the Economic growth of the Borough

*In quarter 3, the RDA received 76 new industrial and commercial property enquiries, of which 39 were from businesses outside the borough, and 28 related to Kingsway Business Park. There were 5 successful relations/expansions of businesses in the manufacturing, engineering, healthcare, and ICT sectors with one head office function. Two businesses were from outside the borough and were helped by the Council with flexibility over business rates and one received a grant to purchase new equipment and will create 12 new apprenticeship posts over the next two years. Fifty new jobs have been created by The Company Shops~ investment at Stakehill. Employment Links, part of the Economic Affairs Team supported the recruitment process for these jobs. More than 200 new jobs will be created in the borough when Middleton's Warwick Mill is redeveloped into a Global Trade Hub with business space, cafes and restaurants. The Chinese investment of £50m has recently secured planning permission from the Council. Business resilience is helped by the support of the Greater Manchester Business Growth Hub and in particular, the dedicated business adviser for the borough. It is hoped to extend this role using European Funding matched by the Council for a further 2 years. By becoming more efficient, businesses increase their resilience, and the borough has the highest financial saving through resource efficiency measures of any other GM borough following support from the Business Growth Hub. This indicator is on track.*

Action Plan	Due Date	Status
<b>EE1011 Influencing and local delivery of GM economic and investment policy and programmes to meet the needs of the borough and contribute to economic improvement in GM – including Rural broadband roll-out, Working Well, GM Growth Company, and new powers and flexibilities under the Devolution Agreement</b>	31 March 2016	■
<p>Objectives: Promoting Regeneration and the Economic growth of the Borough</p> <p><i>Rochdale Council has been able to influence activity emerging from the Devolution Agreements so far. Examples include: the expansion of the Working Well employment programme that supports people with health conditions into employment, the changes to the business growth support following the unexpected announcements in the November Spending Review, such as the immediate end to the Manufacturing Advice Service and the reform of skills funding for those over 19 including new Advanced Learner Loans...Of significance this quarter is the Area Based Review of post 16 education across GM. The aim is to have efficient, financially viable institutions that provide the skills training needed for employment opportunities available now and in the future. The review will lead to radical change across GM but in the borough, it is expected that there will be little change due to a fundamental review having been undertaken in 2007. That formed two clear pathways for post 16 educations namely the Rochdale 6th Form College and Hopwood Hall College. The review will also assist the Further Education sector deal with significant budget reductions. We have been able to influence the criteria of the review to ensure that the outcome does not deter young people from continuing their education, and stress the importance of affordable and good public transport links but also support the need for changes to curriculums to support economic growth. ...The Get Digital Faster (formerly Rural Broadband roll-out) is ahead of target for delivering fibre enabled cabinets in the borough. The benefits to business of using superfast broadband are promoted at events and through social media. There are three cabinets which are logistically very difficult to upgrade and will involve highway restrictions and we are currently assessing how the impact of these can be minimised...This indicator is on track.</i></p>		
<b>EE1012 To support the preparation by AGMA of the Greater Manchester Spatial Framework as a statutory planning document to identify and manage the supply of housing and employment land and associated infrastructure to promote and plan for the long term economic growth of the Greater Manchester conurbation</b>	31 March 2016	■
<p>Objectives: Promoting Regeneration and the Economic growth of the Borough</p> <p><i>The GM Spatial Framework will be a new 20 year statutory development plan document for Greater Manchester which will set out the scale and broad distribution of development which will be needed to accommodate the economic growth ambitions for the conurbation as set out in the Greater Manchester Strategy. The GM Spatial Framework will sit above the Core Strategy, plan for growth over a longer time period than the Core Strategy and provide an additional tier of policy making at the local level. AGMA undertook an eight week consultation on a 'Growth Options' document and a 'call for development sites' which concluded on 11 January 2016. Officers will be working with AGMA to review responses including those submissions of sites within the Borough where additional development could be accommodated. Comments received along with other ongoing work will lead to the production of a draft Plan for consultation during autumn 2016. Evidence gathering is underway on a range of issues including housing and employment land supply, flood risk management and infrastructure to assist the preparation of this draft framework and the assessment of future growth sites.</i></p>		

Action Plan	Due Date	Status
<p><b>EE2008 Maintain performance above The Planning Guarantee for Planning services.</b></p> <p>Objectives: Deliver high quality Universal Services</p> <p><i>The number of planning applications submitted to the Council remains consistently high, a sign of continued economic investment in the Borough. Application numbers remained stable in 2015, with a 10% increase on 2013 numbers. The Council has however seen a sharp increase in the number of major planning applications submitted, with an increase of 18% in 2015. Fee income is predicted to be around £840k for the calendar year. This is less than 2014 levels but unusually two planning applications in that year brought in £200k alone. The recently published central government statistics for planning performance confirm that the authority exceeds the targets for a special measures designation, although this is through the prior agreement of extensions of time with applicants in many cases with a particular pressure around major planning applications. As such, there will be no loss of decision making or fee refunds. Government targets for decision making on major planning applications have been tightened this year but the Service remains above this higher target. Further special measures targets around minor planning applications are being introduced in 2016 to reduce the timescales for determining minor planning applications. The Service will need to meet these revised targets. Government is also proposing to introduce special measures designations for authorities which have failed to produce a Local Plan by early 2017 and fail to meet their agreed new housing targets. It is unclear how this might affect the Borough and what sanctions would be introduced. However, Government has stated that it will intervene in those authorities and write plans with local communities in areas where Local Plans are not in place</i></p>	31 March 2016	■
<p><b>EE2009 Improve the condition and construction standards of buildings in the borough</b></p> <p>Objectives: Deliver high quality Universal Services</p> <p><i>Income remains slightly above budgetary targets and our market share remains high. The Service has recently won work to undertake numerous fire risk assessments for Property Services and a number of external clients, which is augmenting service income. Support has been provided in several situations concerning dangerous buildings within the Borough and the Council has successfully obtained emergency work orders through the Courts where necessary. The annual safety inspection of Spotland Stadium has also been completed. The service is working collaboratively with Public Protection on the matter of the former Turner Bros (TBA) asbestos site and we have just completed a partial site survey relating to the safety of the property and its perimeter defences (fencing). The service has continued to maintain a watching brief of the site and has regular contact with the site security personnel who have confirmed that there have been no incidents of unauthorised entry into the buildings since the security has been deployed on the site. The annual safety inspection of Spotland Stadium has also been completed and a report will be forwarded to the stadium board in due course. Additionally, a match-day safety inspection took place on 24th October and has been reported to the stadium company. In response to the flooding which occurred within the Borough on 26 December 2015, the service has been heavily involved in a large dangerous building reported at Whitfield Brow, Littleborough, where a land slip affected the retaining wall to 9 properties and resulted in the houses being evacuated and alternative accommodation provided. Work is ongoing at the time of writing to manage this incident safely.</i></p>	31 March 2016	■
<p><b>EE2010 Co-create and implement a cross-boundary working strategy for AGMA building control authorities</b></p> <p>Objectives: Deliver high quality Universal Services</p> <p><i>The council is working closely with colleagues across AGMA to explore options for joint working including delivery of a shared Building Control service across Greater Manchester. The long-term strategy for more collaborative working between GM authorities has yet to be agreed. Meetings have been held to discuss options of different ways of working. An initial decision to work more co-operatively across Greater Manchester has been formalised by the signing of a cross-boundary working resource agreement, which enables individual authorities to perform site inspections (under invitation only) to be completed in another GM authority area – this enables resources and specialisms to be shared as and when needed throughout the GM Building Control network. Assistance has been offered to Tameside to meet its statutory obligations for issuing decisions/site inspection. Further discussions are taking place with neighbouring authorities to explore options for further joint working and sharing of expertise.</i></p>	31 March 2016	■

Action Plan	Due Date	Status
<b>EE3001 Deliver a programme of Asset Rationalisation</b> Objectives: Deliver the Asset Strategy and Disposals programme <i>In progress, but with a risk of non-completion). Potential savings have been identified, with a proportion of the savings having been confirmed as deliverable. Achieving the full savings target is dependent upon Leadership, Cabinet and Township decisions on potential building closures and other methods of achieving savings.</i>	<b>31 March 2016</b>	
<b>EE3002 Increase the Property Disposals Target and contribute to Savings</b> Objectives: Deliver the Asset Strategy and Disposals programme <i>On target for 31 March completion</i>	<b>31 March 2016</b>	
<b>EE4001 Lead effective strategic partnership working to increase employment levels in the borough and delivery of local PSR Employment projects.</b> Objectives: Support Public Service Reform <i>The latest unemployment figures for Greater Manchester shows Rochdale is 7th position with Oldham, Manchester and Salford having higher levels of unemployment. This is the lowest level of unemployment in the borough since March 2008. The use of external funding has enabled the Economic Affairs team to target the boroughs youth unemployment levels and those for whom spoken English skills have been a barrier to employment. Both these programme have been so successful that the funders have offered funding from other areas of the country to continue the good work. Data recently released shows an increase in the average wage levels in the borough. Although this still is lower than the resident wage levels, it is an indication of better quality jobs and the reaction of employers to pay more to attract or retain key skills. Average wage rates for both residents and employees are still significantly lower than NW (£60pw less) and GB (£100 pw less) averages. Activities to tackle the Low pay issue across Greater Manchester will be a new policy area for Greater Manchester local authorities during 2016. The Kirkholt Public Service Reform pilot projects are coming to an end and the final evaluation is due in February 2016. The pilot has resulted in some significant positive outcomes including reduced demand for crisis services, improved skills and employment, improved participation in learning, reduced instances of domestic violence (against a national and borough wide increase) and prevention of early death. We are currently working with the evaluators and the Greater Manchester team to consider proposals for the future of a place based approach following the pilot. This indicator is on track.</i>	<b>31 March 2016</b>	
<b>EE4002 Lead effective strategic partnership working to increase adult skill levels in the borough and directly through commissioned skills projects and the Community Champions programme. Delivery of local PSR Skills projects.</b> Objectives: Support Public Service Reform <i>Skill levels remain a significant challenge for the borough. The borough is 12% point behind the national average for residents with at least a Level 4 qualification (degree level) and 7% points behind the national average of Level 2 qualifications (5 A*-C GCSE level), however, the gap is closing. Work has been ongoing with partners to ensure that residents can access training that they need and have used local funding to overcome some national eligibility barriers. The Community Champions programme continues to have skills development at the centre of their support with literacy, financial literacy and IT skills being the main areas of support. A total of 3650 interventions have taken place with 1788 measurable outcomes delivered by over 150 volunteer trained champions. On Kirkholt as part of the Public Service Reform pilot, 40 unemployed residents have benefited from IT, employability and general life skills support, most of whom had never engaged with any support service before and were very much socially isolated. Some have found employment and all have progressed towards employment through qualifications and work experience. This indicator is on track.</i>	<b>31 March 2016</b>	

Action Plan	Due Date	Status
<b>EE6001 Deliver Rochdale Town Centre Schemes – e.g. Genr8, Rochdale Market</b>	<b>31 March 2016</b>	
<p>Objectives: Deliver major capital programmes on time and on budget</p> <p><i>Progress has been made with the river reopening – now due for completion in March; the Town Head project – now complete; The Town Hall Project – an HLF bid was submitted in December; The Wheatsheaf Centre entrance – complete; The Market relocation – a report has been commissioned on the future of the market and its location; and the Town Centre East/Genr8 scheme – announcements of M&amp;S and Next made in November with more to come in the New Year, plus progress on the agreements to take forwards the planning application during 2016. I should mention that although the date for this is March 16 it is of course ongoing and the Genr8 scheme will continue into 16/17 along with the markets and the Town Hall project</i></p>		
<b>EE6006 Continue to deliver the Middleton and Edgar Wood Townscape Heritage Initiative in accordance with the THI Board Action Plan</b>	<b>31 March 2016</b>	
<p>Objectives: Deliver major capital programmes on time and on budget</p> <p><i>Progress on implementing the THI project has accelerated in recent months following the appointment by the Council of a new conservation officer. Grants totalling £290,000 were approved for the repair and restoration of Conservation Area properties in last quarter, with a pipeline of further projects for grant approval at the December THI Board totalling £350,000. Work to Redcroft, Edgar Wood’s own house, started on site on 5th October 2015. This is a key project for the success of the THI. At its next meeting on January 19th the THI Board will be requested to approve grants for private properties totalling more than £250, 000. The £100,000 Long Street Methodist School project has been developed and will be rolled in to a larger (£400,000) grant scheme for approval in Spring. This is another key project and significant milestone for the successful delivery of the THI.</i></p>		
<b>EQ001 Equality &amp; Diversity Policy “No Matter Who”</b>	<b>31 March 2016</b>	
<p>Objectives: • Actively developing our services~ approach to equality and diversity..• Ensuring that staff are adequately trained to meet the requirements of the No Matter Who policy..• Undertaking equality impact assessments, in line with the corporate guidance, and acting on their findings. • Establishing and maintaining appropriate consultation with community and key stakeholder groups and responding to feedback on services to ensure that our services are appropriate and sensitive to all our communities.</p> <p><i>Ongoing activity</i></p>		
<b>EE6005 Commence implementation of Middleton Town Centre Conservation Area public realm enhancement scheme</b>	<b>30 September 2015</b>	
<p>Objectives: Deliver major capital programmes on time and on budget</p>		