

## **REPORT FOR CABINET**

**23<sup>RD</sup> JUNE 2008**

### **REPORT OF EXECUTIVE DIRECTOR OF REGENERATION**

#### **OLDHAM BEYOND REGENERATION STRATEGY 2008-13 AND OLDHAM BEYOND IMPLEMENTATION PLAN 2008-09**

##### **1.0 PURPOSE**

- 1.1 The purpose of this report is to seek approval for the Oldham Beyond Regeneration Strategy 2008 –13 and the Oldham Beyond Implementation Plan 2008-09.

##### **2.0 BACKGROUND**

- 2.1 The Oldham Beyond vision for the Borough was first developed in 2004 and has been a key factor in helping the Council, partners, residents and the private sector to raise aspirations and ambition about how the Borough might develop by 2020. Oldham Beyond is very much about the physical regeneration of the Borough but is very firmly rooted in demonstrating how that physical change can help to support the achievement of successful outcomes in terms of the economy, local jobs and skills; cleaner, greener and safer neighbourhoods; improved housing; and healthier residents living and working within more cohesive communities.
- 2.2 The 2004 launch of Oldham Beyond was marked by the beginning of a “1000 Days Campaign”. This involved a panel of prominent champions from outside the Borough and chaired by Sir Peter Roberts, regularly meeting to monitor progress and to provide very valuable support and advice about how to progress to implementation. The campaign recently came to an end and a full report has been produced which demonstrates that a significant amount of progress has been made to ensure that Oldham Beyond has not just remained an aspiration and ambition.

##### **3.0 OLDHAM BEYOND REGENERATION STRATEGY 2008-13**

- 3.1 The scale of regeneration in the Borough continues to be significant and it is essential that the Council and partners continue to take a rigorous approach to driving forward and maintaining the momentum and ensuring a high level of co-ordination and planning. The Council has therefore been working with partners to develop a 5 year strategy which maps out the regeneration plans that are already confirmed and also indicates pipeline plans so that public and private investors can better understand our Oldham Beyond vision.

- 3.2 The Strategy is supported by an annual delivery plan, the Oldham Beyond Implementation Plan, which outlines the anticipated milestones and will be used as the basis for reporting progress both to the Council and the Oldham Partnership.
- 3.3 The emerging Oldham Beyond Strategy and Oldham Beyond Implementation Plan have and will continue to be used to inform the development of the Council's Capital Strategy. The documents also include the capital investment programmes of our local partners such as the Primary Care Trust, The Oldham College and the Oldham Sixth Form College and also private sector investment plans such as Oldham Athletic and major housing developments. The Strategy and Implementation Plan are therefore recognised as Oldham Partnership documents and will be essential tools to enable joint capital investment planning. Progress on the Strategy and annual plan and also the impact of inevitable changes arising from shifting investment priorities from both the private and public sector will therefore be reported to both the Council and the Oldham Partnership.
- 3.4 A map of the Borough detailing the Oldham Beyond plans can now be viewed on the Council's website

<http://goeplanning.oldham.gov.uk/genericgis>  
<http://www.oldham.gov.uk/living/maps.htm>

This is an excellent means of illustrating all of the current and future plans contained within the Strategy and thus making them more easily accessible to the public and to our partners. Work is also underway to provide a greater level of detail via neighbourhood level maps and these will emerge on an ongoing basis throughout 2008.

#### **4.0 FINANCIAL COMMENTS**

- 4.1 The Oldham Beyond Strategy outlines existing and future programmes many of which have potential financial implications for all of the Directorates within the Council. Each programme will be subject to separate reports from the relevant Executive Directors where required to ensure that the financial implications are considered in detail. The potential financial implications of the Strategy have been taken into account in the Council's Capital Strategy and will be reviewed annually.
- 4.2 The co-ordination of Oldham Beyond is led by the Regeneration Directorate on behalf of the Council and partners and particularly involves marketing and promotion of the Strategy in order to attract both public and private investment. The annual cost of this is estimated to be £40k and there is currently no provision for this within the Council's budget.

## **5.0 COMMUNITY COHESION IMPLICATIONS (INCLUDING CRIME AND DISORDER IMPLICATIONS IN ACCORDANCE WITH SECTION 17 OF THE ACT)**

- 5.1 One of the key criteria in the development of the Oldham Beyond vision was to consider how community cohesion might be enhanced via physical regeneration. The concept of “Common Ground” was introduced in Oldham Beyond i.e. the development of space and activities that would increase the opportunities for local communities to share positive experiences such as cultural events, open space where neighbours can feel safe and meet informally. This concept remains a guiding principle within the Strategy.

## **6.0 ENVIRONMENTAL IMPLICATIONS**

- 6.1 The Strategy has major environmental implications and the use of high quality design and the development of well- planned open space are also key features of the Strategy. The Strategy is the major driver along with the Unitary Development Plan for the attainment of high quality environments.

## **7.0 TREASURER’S COMMENTS**

- 7.1 The proposal represents revenue expenditure.
- 7.2 There is currently no provision within the Council’s budgets for this proposal and will need to be identified corporately, however in prior years the costs have been predominantly been funded by Strategy and Resources and external funding where available.
- 7.3 For the strategy to fully embed into the work of the Council, a specific budget needs to be identified so that officers can be confident of the continued support for the project, and so that better management of the resource can be undertaken. (JK)

## **8.0 LEGAL AND DEMOCRATIC COMMENTS**

- 8.1 None (PE)

## **9.0 RECOMMENDATIONS**

- 9.1 Cabinet are asked to approve the Oldham Beyond Regeneration Strategy 2008-13 and the Oldham Beyond Implementation Plan 2008-09.

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FORWARD PLAN REFERENCE NUMBER: R16-08

**OLDHAM BEYOND**

**THE BOROUGH'S REGENERATION  
STRATEGY**

**2008 -2013**

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# SECTION A

## THE CONTEXT

### PURPOSE OF THIS STRATEGY

The purpose of this strategy is to enable the Oldham Partnership to:-

- ***Better co-ordinate*** all of the major physical regeneration activity taking place over the next 5 years;
- ***Demonstrate and create linkages to key strategies*** such as the Sustainable Community Strategy, the Local Area Agreement and the Local Development Framework;
- ***Demonstrate the Borough's relationship with the Manchester City Region and the North West***
- ***Guide public and private investment*** in the Borough from partners within the Oldham Partnership and the Borough and also from regional, national and international investors.
- ***Re-emphasise the key principles*** from Oldham Beyond which guide our approach to the physical regeneration of the Borough.

## **Strong Co-ordination and Delivery**

*Oldham Beyond*, published in 2004, provides an ambitious vision which will guide the transformational regeneration of the Borough of Oldham over the period to 2020. The delivery of that vision was driven in its early stages by the “1000 Days” campaign and is now well underway, but we are determined to maintain, indeed increase, the momentum over the coming years. This strategy describes the actions we intend take over the period 2008 –13. It sets targets to be achieved, and explains who will lead the implementation of specific projects. Its purpose is to make sure that this challenging and exciting programme is well co-ordinated and delivered with maximum impact.

## **Linkages with Other Key Strategies**

Oldham Beyond is an important element of the Borough’s **Sustainable Community Strategy**. Its emphasis is upon transforming the Borough as a “place”, by physical development, but in a way which is highly supportive of other, more “people” centred strategies. There are many examples of the way in which physical change can support the wider improvement of quality of life in the Borough. Transforming our educational infrastructure will contribute to improved educational attainment and better community cohesion. Higher quality housing and access to leisure facilities can help to improve the health of the community.

Thus, whilst this Strategy does not directly address the implementation of all of the full programme set out in the Sustainable Community Strategy, it will make a major contribution to the delivery of that strategy as a whole.

This Strategy has an important relationship with the **Local Area Agreements** (LAAs) made between the Oldham Partnership and the Government. It will closely complement the LAA delivery plans covering the period 2008 to 2013, which prioritises the following themes:-

- Economic Prosperity
- Safe and Strong Communities
- Health and Well Being

And addresses the following cross cutting issues:-

- A Cohesive Society;
- Community Engagement
- Culture
- Sustainable Use of Resources

This strategy will play a key role in supporting all of the LAA thematic delivery plans but particularly those parts of the LAA which cover economic development and enterprise; housing and the creation and management of high quality neighbourhoods; and environment.

The Sustainable Community Strategy, the Local Area Agreement and the Oldham Beyond Strategy are based on a sound evidence base, which can be examined in the **Oldham in Profile** Report, which is updated annually.

The investment in the transformation of the physical infrastructure of the Borough envisaged in this Strategy (such as schools, colleges, health and well-being facilities, employment areas, local town centres etc.), will also provide the foundations for continuing progress in the future on matters such as educational and skills attainment; health; economic performance; community safety; and community cohesion.

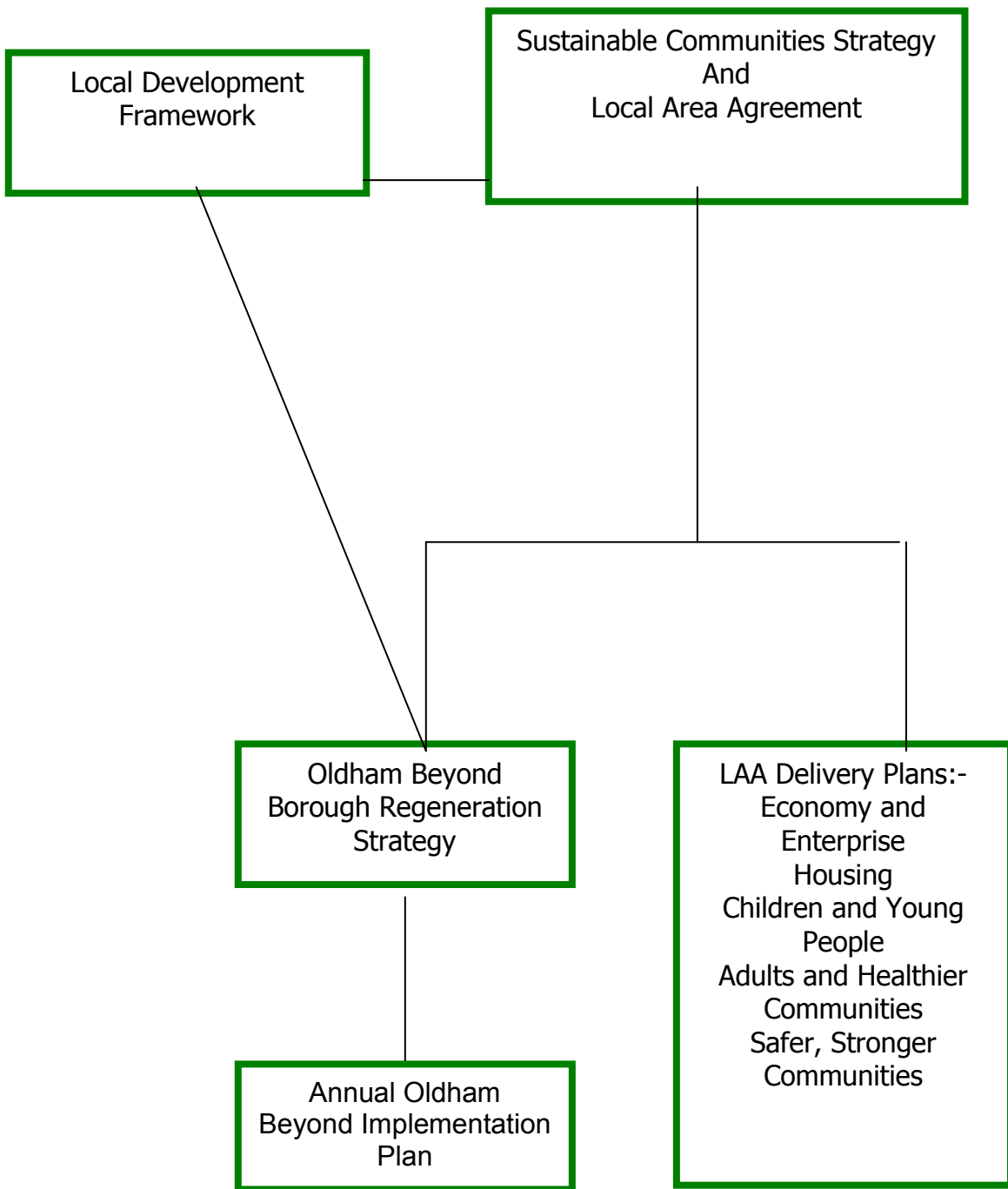
This Strategy is closely aligned with the Borough's statutory spatial planning process. Oldham Beyond was prepared in tandem with the review of the Unitary Development Plan with the result that there is full consistency between the two documents. Under the new development planning system the **Local Development Framework** provides the "spatial expression" of the Borough's Sustainable Community Strategy, and of Oldham Beyond in particular. There is therefore a very close interaction between the statutory planning process and the Oldham Beyond planning process. The spatial approach which underpins Oldham Beyond is set out in detail in the Appendix to this document.

The suite of Oldham Beyond documents published in April 2004 provides a context for the Local Development Framework by creating a long-term vision and a strategic "route map" for achieving it. This has informed work on the Core Strategy of the Local Development Framework but does not pre-empt the statutory planning process either at the strategic level or at the level of individual developments. Exemplar projects were included in Oldham Beyond to illustrate how various aspects of the vision might be achieved. As actual projects are developed they are subject to careful testing in terms of their appropriateness, effectiveness, and deliverability, and this includes the question of their conformity with approved planning policy.

This Strategy also complements the business planning processes of individual partners. The projects and programmes within Oldham Beyond feature within

the ***Council's Citizens' Plan*** as part of a suite of complementary activity that will help to deliver the Council's priorities. This then informs the ***Council's Capital Strategy*** to ensure that the required investment is identified and in place to ensure delivery of the priority schemes.

Similarly, ***Oldham PCT's Strategic Services Development Plan*** sets out a clear direction for the development of services and new infrastructure in the Borough. The Strategy sets ambitious goals to ensure that patients and staff can access an improved range of services from improved facilities. This programme of development is supported by around £10m of recurrent investment and is wholly consistent and complementary with the plans outlined in Oldham Beyond.



## **Relationship with the Manchester City Region and the North West**

The Oldham Beyond Strategy is also intended to ensure that the Borough makes a telling contribution to the broader canvas of regeneration in the North of England. We are collaborating closely with other authorities in the Manchester City Region, the most powerful engine for growth in the North. We recognise that our future lies in being an important part of an integrated city region. Our regeneration plans are therefore dovetailed with those of nearby districts and agreed with a range of regional and sub regional partners including the North West Development Agency, Manchester Enterprises, the Learning and Skills Council and Job Centre Plus.

Our Oldham Beyond Plans will be a key contributor to the delivery of the emerging **Manchester Area Agreement** providing the physical context for economic growth, excellent education and skills provision, improved transport connections, and a quality housing offer in the Borough.

Our relationship with Rochdale is particularly well developed. We are partners in Housing Market Renewal and have also formed the Oldham and Rochdale Economic and Skills Alliance (ORESAs). The two Boroughs occupy a significant position in the Northern Way, at a point well located in respect of the Manchester and Leeds City Regions, the two most dynamic economic areas in the North. This Strategy is entirely complementary to Rochdale's plans for the next stages of delivery of the Rochdale Borough Renaissance Masterplan.

## **Guide public and private investment**

This document and the annual delivery plans which will support it will be used to improve the management of capital investment by the Council and its partners. By providing an overall and regularly updated picture of the various public and major private sector programmes and future opportunities, the Oldham Partnership will be better equipped to determine priorities for investment and also identify where additional value can be achieved e.g. by joint use of facilities, better informed management and disposal of assets.

Private sector investors and other public sector investors will also benefit from being able to identify the nature and location of the physical regeneration taking place within the Borough. It will enable the Oldham Partnership to demonstrate how our plans support the delivery of regional, sub regional,

national and international objectives and thus encourage investment in the Borough.

One example of this results from our ORESA partnership with Rochdale. Together, we have raised the profile of both Boroughs and secured inclusion of our investment plans with the ***Manchester Sub Regional Action Plan***. This document is the key mechanism for contributing to the North West Development Agency's business and investment plans and will similarly be used to demonstrate the City region's delivery plans to other key agencies and investors.

### **Re-emphasising the Vision and our Key Principles**

We are using this Strategy for a further purpose, to emphasise the continuing relevance of the vision presented in Oldham Beyond and the key principles which underpin our approach to its implementation. Both are based on the very thorough economic, social and environmental analysis carried out during the preparation of Oldham Beyond. The development and testing of Oldham Beyond also involved extensive and innovative consultation with local people which won national and regional awards. The Oldham Beyond vision and principles have a very high degree of support and are embedded in the Sustainable Community Strategy. The people of the Borough are keen to see its ideas brought to fruition as soon as possible.

In the Appendix to this Strategy we restate both the vision and the principles which will guide our actions. We will hold firmly to both as we deliver this Strategy and prepare future programmes of action. The full set of Oldham Beyond reports can be accessed at <http://www.oldham.gov.uk/working/regeneration/oldham-beyond/oldham-beyond-vision.htm>.

## **SECTION B**

# **INTERVENTION AREAS, PROGRAMMES AND PROJECTS**

We have identified intervention areas, programmes and projects which will help us to achieve the Oldham Beyond Vision. These reflect the key principles which are set out in the Appendix, and the funding opportunities that we anticipate. We are clear that funding opportunities should not artificially bend the direction of our regeneration activity. However, where they can help us achieve our aspirations, we will pursue them vigorously.

We recognise that resources will inevitably be limited. We must use them efficiently. We select those actions which will achieve the greatest impact. The following intervention areas, programmes and projects provide the framework within which the most effective actions can be determined. They are arranged under the three key themes used within our Local Area Agreement to demonstrate how physical regeneration will help us to achieve our Sustainable Community aspirations. Those themes are:-

- Economic prosperity
- Safe and strong communities
- Health and wellbeing

# LAA THEME: ECONOMIC PROSPERITY

## ECONOMIC REGENERATION

In the past, too many of the jobs in the Borough have been low skilled and low paid. Insufficient new high quality jobs in the growth sectors have been created to compensate for job losses in manufacturing. However, local skills levels are slowly beginning to rise, with many more of our young people securing good qualifications. Increasing academic and vocational success at all ages is being stimulated by the rapidly improving Higher and Further Education provision in the Borough. We must encourage a move towards the growth sectors, such as the knowledge economy, modern manufacturing, life science and creative industries. The physical economic regeneration of the Borough is critical to achieving this shift, and the wider transformation envisaged in our Sustainable Community Strategy.

The Borough has only a limited amount of land on which we can create high quality developments suited to these growth sectors. Oldham Beyond therefore identifies three priority areas on which we are focusing our efforts to create business sites which are excellent in terms both of location and design. These are Hollinwood, Chadderton Technology Park and Oldham Town Centre.

- **Hollinwood**, located at the junction of the M60 and A62, and with a planned Metrolink Station, has superb access to Manchester City Centre, Manchester International Airport, and the rest of the region. It is therefore well placed for the creation of new high quality employment opportunities. A commitment to design quality has already been demonstrated by the HQ building for Northern Counties Housing Association and the Hollinwood Business Centre. The future phases of development will be guided by the exciting masterplan for the area. The Council has a highly regarded development partner in Langtree. The process of land assembly is being completed through a further Compulsory Purchase Order. The commitment to the highest standards of design quality and environmental performance in the further phases of development will attract the type of

businesses that will provide the higher skilled, higher waged employment that is needed to continue the transformation of our local economy.

- **Chadderton Technology Park** is an exciting opportunity to build upon the success of an existing employer and create a flagship location to demonstrate how modern manufacturing can help to support the transformation of our local and regional economy. The area is the home to Zetex, one of the region's leading international high technology companies, a world leader in the design and development of 'microchips'. The area is an existing employment zone which is well located close to the Oldham and Chadderton town centres. It enjoys easy access to the regional motorways and to a planned Metrolink station. A masterplan for the area has recently been completed. This will guide major environmental improvements and land assembly, and attract private sector developments that will complement Zetex, thus providing further higher quality employment opportunities.
- **Oldham Town Centre** is described by Oldham Beyond as the 'economic heart of the Borough' In part this is because of the quality and diversity of the employment on offer. This activity will increase. Town centres are the preferred location for many firms in the growth sectors of the economy. However, Oldham Town Centre clearly has a much wider role to play. Oldham Beyond envisages Oldham Town Centre as a shopping destination of choice, an aspirational place to live, a place that throngs with students from the local area and further afield, a hotbed for talent and enterprise, fizzing with creativity, a place to visit, work, study, and live.

This Oldham Beyond vision is already becoming a reality. Improvements are underway in the Spindles and Town Square Shopping Centre including new and reconfigured stores. Where previously there was only a handful of residents, several residential schemes will soon be completed, providing hundreds of homes; and more are planned. The University Centre Oldham was established in 2005 and is now expanding fast. The Sixth Form College too has expansion plans, including the development of a Science Centre of regional importance, and The Oldham College is proposing a complete remodelling of its campus. On the cultural side, the new Gallery,

Library and Lifelong Learning building provides facilities of the highest quality and sets the standard for future architecture.

It is important that the pace of regeneration is now accelerated, and that the ideas set out in Oldham Beyond and the West End and Mumps masterplans are realised. The potential for the Town Centre is substantial, especially with the benefit of Metrolink, which will improve connections within and beyond the Borough.

Based on Oldham Beyond and recent masterplanning work the Town Centre has been divided into quarters for particular activities. The West End is an education and leisure quarter. The Cultural Quarter is based around Gallery Oldham, and the Library and Lifelong Learning Centre. Mumps is an enterprise area. Rhodes Bank is the Creative Quarter. The core area around High Street will be further developed as the prime retailing area. This does not mean that these quarters will only be used for these purposes. Appropriate mixes of activity which create added vitality will be positively encouraged – for instance, residential development in the Rhodes Bank area will complement and support its creative industries.

## ***FURTHER AND HIGHER EDUCATION***

The Oldham Partnership has formulated a strategy of 'Regeneration through Education' which will ensure that a successful FE sector and our expanding University Centre drive the transformation of the Borough.

The strategy includes the concept of the New West End in Oldham Town Centre. This will not only transform the physical environment of a major gateway into Oldham Town Centre, but also support the expansion of Level 2 and Level 3 provision in performance arts, creative industries and digital media and science, all of which have been identified as economic growth sectors within the City Region Development Plan. The creation of the West End will increase the proportion of young people staying in post 16 learning.

This will increase the proportion of young people achieving higher skilled qualifications, and provide additional transitional pathways into Higher Education.

The proposals for the West End have received support from the Learning and Skills Council (LSC). They include the redevelopment of the Oldham College, providing exciting new £70 million flagship facilities which will ensure that the

FE sector will be able to continue to deliver high quality vocational learning pathways.

More recently the LSC has given its support to a further element of the West End, the expansion of the Oldham Sixth Form College through the development of the unique Regional Science Centre.

***The award of a Regional Science Centre will be predicated upon it supporting the whole of Greater Manchester, not just Oldham. This is a real opportunity for Oldham to take a lead on this important element of the sub-regional agenda. In order to secure funding from the LSC it must be a high impact, high visibility centre, meeting the needs of the City Region economy.***

***This development brings with it the potential to create a science corridor stretching from the centre of Manchester to the centre of Oldham and encompassing the exciting plans for Hollinwood and the Chadderton Technology Park.***

The University Centre Oldham (UCO) was launched in May 2005, expanding the range and volume of Higher Education provision in Oldham. The UCO is critical to our objective of widening local participation in Higher Education, by providing greater access to HE in Oldham. The Regional Economic Strategy, City Region Development Plan and Greater Manchester Economic Development Plan all place great emphasis on increasing access to Higher Education. The University Centre Oldham has seen an impressive growth in student numbers and is currently expanding its buildings to allow continued growth.

The success of Oldham College, Oldham Sixth Form College and University Centre is critical to realising the economic aspirations of Oldham Beyond. The Regional Science Centre will act as a beacon to the City Region and beyond, demonstrating the revival of Oldham, and the role it can play on behalf of the whole sub region. The investments in new FE and HE facilities which we are planning will provide the highest quality environment for learning and will help the Borough to achieve its goal of becoming a knowledge based economy.

The foundations for these successes will be strengthened at the secondary level by our programme of new school development through Building Schools for the Future.

## **TRANSPORT**

Transport has a major role to play in delivering Oldham's vision for the future. We must ensure that all residents can easily access the opportunities across the Borough and the city region in a sustainable way. Delivering the levels of growth and land use change proposed in Oldham Beyond, without increasing congestion and pollution, gives rise to significant transport challenges.

Careful location of new development at points of greatest accessibility by public transport, walking and cycling is part of the solution. However, we also need to invest in improvements to transport facilities and maintenance of the existing network. Only then will local transport systems be able to accommodate the Borough's plans for economic growth and regeneration whilst delivering the objectives for transport which we share with national government in respect of tackling congestion; improving accessibility, air quality, and safety; and mitigating climate change.

This investment will be planned within the transport policy framework set by the Greater Manchester Integrated Transport Strategy and the Greater Manchester Local Transport Plan. Some key elements relevant to this Strategy are detailed below.

### **Delivering Metrolink Phase 3a and Phase 3b and improving interchange**

**Metrolink Phase 3a** includes the conversion of the existing rail line to Metrolink operation between Manchester, Oldham and Rochdale. This is an integral part of Oldham's regeneration proposals, with the line and proposed stops providing access to and from key development initiatives, including:

- Failsworth District Centre;
- Hollinwood Business District;
- Oldham Town Centre;
- Werneth/Freehold Housing Market Renewal Area;
- Derker Housing Market Renewal Area;
- Chadderton Technology Park; and
- Shaw Town Centre.

**Metrolink Phase 3b** includes the on-street section through Oldham Town Centre. This routing will greatly improve transport interchange because it will overcome the longstanding disadvantage that has resulted from the inability of heavy rail to penetrate the town centre. It is critical to the regeneration proposals for Oldham Town Centre as identified in the Oldham Beyond Masterplan, and the West End and the Mumps Masterplans. The position of the proposed Metrolink stops has been an important consideration in determining the location of both recent and planned town centre development including:

- The New West End and University College Oldham;
- The Old Town Hall redevelopment;
- The Mumps Enterprise Area; and
- The Rhodes Bank Creative Quarter.

***Transport asset management:*** *The Borough contains a network of over 800km of road; 134 road bridges; 87 footbridges; 430km of public rights of way (mainly footpaths and bridleways); 61km of highway retaining wall; and around 24,000 street lights, all of which must be managed and maintained. This will be done within the framework of the Authority's Transport Asset Management Plan (TAMP), with the Local Transport Plan being a primary source of funding. Key initiatives include:*

- a major bid for resources to reconstruct failing dry stone retaining walls in the Borough. This is a joint bid with Stockport, Rochdale and Tameside and, if successful, will result in investment in Oldham of around £17 million over the next five years. £14 million of Government funding was invested in the Borough's retaining walls between 2002 and 2006;
- a joint bid with Rochdale Council for PFI credits for the renewal, management and maintenance of street lighting. If successful, it will result in £31 million credits for Oldham over a 25-year period. Replacement of 18,000 substandard columns would take place in the first 5 years commencing in 2009;

- a 10-year Rights of Way Improvement Plan adopted in December 2007 will create a network of paths that can meet future demands for transport, recreation, and healthy lifestyles.

**Reducing congestion:** The most congested roads in Oldham are currently the approaches to Oldham Town Centre, particularly the A62 and A669 from the east of the Borough. Congestion is most severe in the morning peak. Bus priority measures have been introduced on some of these routes through the Quality Bus Corridor programme.

Congestion is being addressed through the Local Transport Plan, with targets in place for a series of 15 routes across Greater Manchester as part of the Greater Manchester Congestion Target Delivery Plan (CTDP). In Oldham, the routes for which targets have been set are the A62 between the M60 (Junction 22) and Oldham Way, and the A62 between Mersey Road, Hollinwood and the Manchester boundary. The CTDP is being delivered with funding from the Local Transport Plan and allocations from the Government's Congestion Target Delivery Fund, the latter being determined by performance on delivering the targets.

The delivery of Metrolink Phases 3a and 3b will provide much of the additional public transport capacity needed to support the level of development planned without significantly increasing congestion.

**Maximising the potential of bus:** The Quality Bus Corridor (QBC) initiative aims to reduce bus journey times and improve their reliability. There are two QBCs in Oldham. These are the A671/A627 Rochdale-Oldham-Ashton/Hyde Corridor and the A62/A669 Manchester-Oldham-Saddleworth Corridor. The only scheme still to be completed is on Lees Road.

GMPTA is developing a bus priority package as part of the Transport Innovation Fund (TIF) bid. The feasibility of further improvements in Oldham will be considered.

***Promoting cycling and walking:*** *Improving pedestrian and cyclist infrastructure is a key strand of Local Transport Plan policy, the aim being to increase the proportion of journeys, particularly short local ones, made by walking and cycling. Locally these improvements will be*

*delivered through the Oldham Cycling Strategy and the emerging Oldham Pedestrian Strategy, with funding from a variety of sources including the Local Transport Plan and the Lottery funded Connect2 programme.*

A fundamental aim of the Cycling Strategy is to provide cycle routes that are accessible to all the community. To achieve this the “Oldham Cycle Network” is proposed. This would comprise around 300 miles of route, including sections of off-road cycle track, quiet/traffic calmed streets, and crossing points on main roads. Many parts of the Network have already been built, but it could take up to 25 years to fully complete

***Improving road safety: In 2007 there were 626 injury accidents in Oldham resulting in 882 casualties – a significant decrease compared to 2006, and a 36% reduction since the baseline years 1994 –1998. Of the casualties, 79 people were killed or seriously injured. The Authority’s approach to reducing the number of people killed or injured on the Borough’s roads involves a combination of road safety engineering; education, training and publicity; and enforcement.***

The main thrust of the engineering measures is an annual programme of local safety schemes intended to ‘design out’ the likelihood of accidents occurring in the future at locations where personal injury accidents have tended to be clustered in the past. The Local Transport Plan is the main source of funding for traffic calming and safety engineering measures.

***Travelling to school: The use of cars for the school run contributes towards congestion and pollution, and means that children become less active and more car-dependent from an early age. They also lose an opportunity to acquire road safety skills. Travel to school by more sustainable means can provide regular exercise, reducing obesity and improving health, and also bring environmental benefits from reduced levels of congestion and pollution.***

The Council will help to deliver more sustainable travel to school through a combination of initiatives, including: road safety engineering, school travel

plans, investment in cycling and walking infrastructure, traffic management and enforcement and the development control process. Accident reduction through engineering on routes to school is being addressed by the School Safety Zone initiative.

It is proposed to establish 'School Safety Zones' around the majority of schools in the Borough by 2010. Each Zone would consist of appropriate safety measures designed to slow traffic, with a 20mph speed limit in some cases, and better control of parking, and would define safer routes for children when travelling to and from school.

**Delivering travel plans and promoting Smarter Choices:** Efforts are being made through the Local Transport Plan to change patterns of travel, particularly for peak time trips. This is being done by encouraging and assisting employers and schools to develop travel plans that include measures to reduce dependency on the car and enable people to make 'Smarter Choices' through better knowledge of the alternatives available. This work complements transport infrastructure investment by promoting the use of existing and new sustainable infrastructure.

A Behavioural Change Strategy is being developed as part of the TIF bid which would provide additional resources to invest in travel planning.

## LAA THEME: SAFE AND STRONG COMMUNITIES

### LOCAL TOWN CENTRES

The local town centres in the Borough, whilst smaller than Oldham Town Centre, play very important roles. They form attractive focal points for local communities and provide convenient access to many services required by local people. Oldham Beyond recognises the importance of retaining the heritage and distinctiveness of our local town centres, and that they can evoke a sense of local identity and pride.

All the Borough's town centres will be subject to improvements. These will vary from place to place but will typically involve improvements to the quality of environment and to local services, including new shopping, housing and employment opportunities, as well as health and other public facilities. Failsworth exemplifies a centre that is undergoing a transformation, and developments in Chadderton, Royton, Shaw and Huddersfield Road have commenced or are being planned.

### HOUSING

Our vision is that "Oldham's housing market will be thriving, offering real choice and providing good standard accommodation which meets the needs and aspirations of all who wish to live here". ( *Oldham Housing Strategy*).

*All residents living in the Borough, and those wishing to move here, should have the opportunity to live in a home which provides decent living conditions and is affordable to them. The Borough must be a place that offers quality and choice to all. To achieve this, we have defined the following objectives.*

- Council and Housing Association properties will meet the Government decency standard by 2010; and there will be an improvement in

decency rates amongst private sector homes. 70 % of properties where there are vulnerable households will be made decent by 2010.

- Services to homeless households will be improved, with enhanced preventative work. (We will reduce the total number of homelessness acceptances over the three year period up to 2008/9 from 2,310 to 2,050.
- Local people will have a greater voice in, and influence over, local decision-making and the delivery of services. We will improve satisfaction with decision making by Council tenants from 57.69 % in 2005/6 to 70 % in 2008/9 and RSL tenants from 70 % in 2005/6 to 80 % in 2008/9.
- We will create a balanced housing market offering quality and choice for all. The proportion of affordable homes provided to rent on mixed tenure developments will be increased – in Housing Market Renewal (HMR) areas from 20 % in 2005/6 to 25 % in 2008/9; in non HMR areas from 0% in 2005/6 to 7% in 2008/9.
- *We will ensure that our housing offer contributes to a more cohesive and integrated community.*

*We have a number of key programmes which are designed to achieve these objectives*

### Programme 1 – Housing Market Renewal

With our partners in the HMR Pathfinder, we will help reinvigorate the housing market in parts of the Borough where it has been failing. This will ensure that the quality and mix of our housing meets people's needs and aspirations, and supports economic growth.

For the period 2008/9 – 2011/12, the HMR Business Plan is seeking Government funding totalling £90 million across Oldham and Rochdale. The aim is to build 1,650 new properties in this period, rising to 3,000 when non

Pathfinder completions are included. Of these, 600 will be new affordable homes.

### Programme 2 – Affordable Housing

By working with our Registered Social Landlords and other partners, and through planning agreements, we will pursue the provision of an increased number of affordable housing dwellings in the Borough.

### Programme 3 – Private Finance Initiative (PFI) Schemes

Our “Round 2” PFI scheme will provide £107million of PFI credits which will enable 1500 sheltered homes to be improved. The “Round 4” *Gateways to Oldham*” scheme includes the proposals for the rebuilding of Primrose Bank Estate and Clarkwell Estate, and the Internal and external renovation of Crossley Estate. Close involvement of residents will be central to the delivery of these schemes.

### Programme 4 – Management of Council owned homes

We will work with our Council tenants to discuss options and develop a clear vision for future investment in, and management of, their homes and neighbourhoods, whilst improving existing service provision.

### Programme 5 – Working in Partnership

We will strengthen our work with partners on key issues, (including private sector housing renewal, neighbourhood regeneration, homelessness, older persons’ housing needs, energy efficiency and conservation, maximising the benefits of land and assets, equity release, improving our understanding of the housing market, vulnerable people and the Respect/Anti-Social Behaviour agenda.)

## Programme 6 – Community Cohesion

We will seek to tackle segregation by giving residents the opportunity, choice and support to meet their housing aspirations in other parts of the Borough.

### ***NEW DEAL FOR COMMUNITIES (NDC)***

The NDC Spatial Masterplan is an ambitious and exciting long-term vision to transform and modernise Hathershaw and Fitton Hill. This plan will be implemented jointly by the HMR Pathfinder, the Council and other public bodies; and the NDC.

Following an extensive consultation process, in Summer 2006, the masterplan was approved by the Council's Cabinet in March 2007.

The masterplan identifies a number of priority areas, the first being the Borough Mill Triangle site. The site has been identified for a major mixed use development consisting of new homes and commercial and retail facilities. Some properties which are being retained within the development area are benefiting from either residential improvements or commercial refurbishments, alleyway resurfacing, alleygates and landscaping.

A further priority is the development of a new Neighbourhood Centre providing a range of new facilities including a health centre, library and youth club. Work is scheduled to start on site in November 2008 and will be jointly funded by NDC and the Primary Care Trust.

The Sports Zone project is building on the success of the skatepark to create a mix of sporting facilities. Work is scheduled to start in October 2008 and will be NDC funded.

The Ashton Road gateway and corridor was highlighted as a major potential development area, and has already benefited from a range of improvements including commercial and residential refurbishments and environmental improvements. Work in this area will continue with the development of two Enterprise Zones, the first being developed in partnership with the owners of Earl Mill in Dowry Street, and the second at Belgrave Mill.

A number of other potential housing development sites in the NDC area are to be progressed in the near future.

## **LAA THEME: HEALTH AND WELL-BEING**

### **HEALTHY AND FULFILLING LIVES**

The health, social care and culture sectors share many objectives. Their central aim is to enable the Borough's residents to lead longer lives which are healthy, active and fulfilling. We plan to provide much improved facilities which help to ensure better outcomes for local residents.

The LIFT (Local Improvement Finance Trust) programme is a vehicle for improving front line primary care and community services and facilities. It has already provided, for example, new health care facilities at Moorside and Glodwick. A major Integrated Care Centre in Oldham Town Centre will be completed in 2009. The programme has now been widened to take advantage of opportunities to develop Health and Well-being Centres, such as that at Chadderton. These centres will see public bodies collaborate to provide a range of services in a single location, benefiting residents and delivering cost efficiencies. This will also contribute to the regeneration of our district centres.

(Oldham PCT's Strategic Service Development Plan sets out the strategy and delivery programme in greater depth)

The format of Health and Well-being Centres will be determined by the particular needs of the locality, but will typically bring together a range of health and cultural services, together with information points where residents can access information about a wide variety of local services.

Centres are being planned at locations across the Borough including Royton, Shaw and Werneth..

## CHILDREN AND YOUNG PEOPLE

At the centre of the Borough's aspirations is a strong commitment to children and young people, and to ensuring that Oldham has the best facilities to support them in growing up and entering adult life.

Oldham is engaged in a fundamental reorganisation of secondary schools through the Building Schools for the Future (BSF) programme. Five community high schools will close, and will be replaced by three new academies. Two Roman Catholic high schools will merge into a new school on a new site. Saddleworth School will be replaced. Significant investment will be made in all our other secondary schools, including New Bridge Special School. Every school will receive significant investment that will transform the physical learning environment, including the introduction of state of the art ICT facilities, across the curriculum, in every school.

The BSF programme is not just about bricks and mortar. The strategy is driven by an intention to fundamentally transform learning. BSF will bring new partners to work in the Borough – mainly in the form of academy sponsors, bringing new perspectives, skills and knowledge to the challenge of secondary education. It will also involve a review of specialisms across the secondary sector, and the introduction of new curriculum choices and options through the implementation of 14-19 diplomas. It will support a much greater degree of personalised learning and individual pathways through from 11 to 19, working closely with Oldham Sixth Form College and The Oldham College to build on the excellence already achieved in post-16 provision.

The primary aim of these developments is to drive up attainment by all the Borough's pupils. They will also help to reduce the inequalities in educational outcomes that currently affect different groups within the community. Importantly, the location of schools, supported by an updated admissions strategy, will help us to meet our commitment to creating socially mixed schools, with each school fully reflective of the wider community.

In this respect, the BSF programme will make a wider contribution than just the reorganisation of schools. It will contribute to community regeneration, and will significantly enhance facilities for education, sport and leisure, for all members of the community. This will be achieved by working with all

secondary schools to deliver the core extended schools offer. Partnerships will be built with national governing bodies for sport; regional arts and culture organisations; other departments within the local authority; other public sector bodies in Oldham; and local community groups, to deliver new facilities whose benefits extend beyond the school itself.

*Reference to Primary Capital works and Children's Centres*

## **RURAL AREAS**

The Borough is extremely fortunate to have the largest rural area in Greater Manchester, including a wide expanse of the Peak District National Park. The Borough's attractive landscapes and the unique character of the Saddleworth Villages are major assets. They help to make the Borough

- a more attractive place to live
- a more popular tourist destination
- a more attractive place for businesses to locate and remain

The rural areas provide local opportunities for outdoor leisure for local people and for others from across Greater Manchester and West Yorkshire. This has the potential to drive regeneration across the Borough as a whole and to support an improvement of the health of our local residents. We are:

- working closely with the Peak Park Authority to improve countryside services, transport links, gateways to the Park, and the promotion of the Peak Park in the Oldham Borough;
- developing links with other key stakeholders across the South Pennines area through membership of Pennine Prospects – the Southern Pennines Rural Regeneration Company. In particular, we are supporting the development of a number of strategic programmes and associated funding bids for investment in this important landscape. These include working with Yorkshire Forward and North West Development Agency on the development of a South Pennines LEADER area, submitting a partnership bid to the EU funded LIFE programme to continue Peak Park's "Moors for the Future" project and

extend its coverage into the borough, and developing a Heritage Lottery Fund Landscape Partnership bid for the Upland Watershed area;

- planning an economic assessment of our rural areas to better understand the contribution of the rural economy to the Borough's economy as a whole;
- investigating the creation of a major recreation facility at Robert Fletcher's Mill;
- supporting the development of new facilities within the villages, including extended leisure facilities in Uppermill and local amenities in Greenfield;

## GREEN INFRASTRUCTURE

"Green infrastructure" has been described as an area's life support system – it is a comprehensive concept<sup>1</sup> that can be applied to a range of open spaces (woodlands, street trees, hedges, lakes, waterways, canals, parks, village greens, allotments, community gardens, cemeteries, churchyards, outdoor sports facilities, private gardens, agricultural land, moorland and heathland) where they are:

- part of a planned network of open space (rather than a single site); and
- providing, or capable of providing, multiple functions which benefit the environment, the economy and social needs.

The Borough has many of the components of good green infrastructure (GI), but in its current condition it is not providing as much benefit as it could to the economy, the natural environment or to people's quality of life. In order to maximise its contribution, its quality, accessibility, and connectivity must be improved. To achieve this we need to:

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<sup>1</sup> Green Infrastructure is defined in the Regional Spatial Strategy for the North West (Submitted Draft RSS Technical Appendices, March 2006) as:

"A planned network of multi-functional green spaces and interconnecting links that is designed developed and managed to meet the environmental, social and economic needs of communities. It is set within, and contributes to, a high quality natural and built environment, and is required to enhance that quality of life for present and future residents and visitors, and deliver liveability for sustainable communities."

- identify key strategic linkages, corridors, and networks within our GI;
- maximise the multi-functional aspect of GI - determining which elements need to be preserved to protect their current uses, or improved so that they can be used for a wider range of purposes;
- determine if there are any gaps within our GI and address these by creating new elements;

Creating high quality GI will benefit local people by providing better opportunities for exercise and relaxation, and contribute to making the Borough a place of choice in term of housing, economic investment, and tourism. A healthy green infrastructure will also have other sustainability benefits – helping to mitigate some of the effects of climate change such as increasing heat and flood risks.

Our approach to the improvement and management of our green assets will involve continuing collaboration between public, private and voluntary sector partners, including landowners, user/interest groups, local communities and businesses. We will engage all stakeholders who stand to benefit – those, for instance, responsible for economic development, housing and health.

We will:

- prepare a new Greenspace Strategy which will identify the locations where enhancements to the green infrastructure can bring significant benefits to the Borough;
- use our statutory planning powers to safeguard strategically significant networks and sites of green infrastructure importance, both existing and potential. We will ensure that new developments enhance the network wherever possible, through the provision of new or improved green infrastructure. Where appropriate, developer contributions will be used to provide offsite improvements associated with development.
- work with other Greater Manchester authorities, guided by the Regional Spatial Strategy and a sub-regional Green Infrastructure Plan. This will ensure that a co-ordinated approach is taken not just within the Borough, but also across adjoining authority areas. Many elements of the green

infrastructure network, such as river valleys, canal corridors, and community forests span administrative boundaries;

- integrate green infrastructure into our regeneration schemes. Oldham Beyond includes many significant physical regeneration projects where green infrastructure principles can be applied, such as new business districts, housing schemes, and new schools and colleges;
- implement specific green infrastructure projects – our participation in the Pennine Edge Forest and Pennine Prospects partnerships, opens up many opportunities for joint working on Green Infrastructure projects, providing benefits for recreation, tourism, public access, green education, biodiversity, water management, the protection and enhancement of the local landscape, green economic uses, and mitigation of climate change; and
- encourage positive management of rural land – new opportunities to increase the contribution of rural areas to green infrastructure through diversification, improved management and access are likely to arise through the next Rural Development Programme for England (RDPE). The Environmental Stewardship Scheme and Forest Stewardship Council accreditation schemes are current examples, promoting sustainable land and woodland management. Contributions from corporate social responsibility and carbon-sequestration initiatives may also provide resources for green infrastructure implementation.

## **SECTION C:**

# **PROGRAMMES AND PROJECTS**

The following table provides an overview of the major regeneration programmes and projects that are planned for the period 2008-2013. For further information, refer to:

- The Oldham Beyond Implementation Plan – This details the projects and actions that are planned on an annual basis as part of the delivery of these major regeneration programmes and projects
- The Area Regeneration Activity Plans – These are area maps that show where regeneration activity is taking place
- Individual plans for the programmes and projects



Reference & Directing LAA Theme	Name & Summary	Delivery Timeframe & Partners	Identified Funding Sources & Contact
<p>1</p> <p>Economic Prosperity</p>	<p><b>Hollinwood Business District</b> - Development of sub-regional business space around Junction 22 of the M60</p> <ul style="list-style-type: none"> <li>• ‘Hollinwood Bowl’ Area: c.27,400 sq m of prime office space; parkland and water feature; gateway, public art</li> <li>• ‘Hollinwood Basin’ Area: c.19,900 sq m of small office/workspace; c.140 residential units; c.2,300 sq m of supporting retail/leisure space</li> <li>• Pump Street Quadrant: a hotel; c.12,000 sq m of small office space</li> <li>• Hollinwood Metrolink Station</li> <li>• Byron Street Site: 108 residential units</li> </ul>	<p>2005 - 2020</p> <p>Oldham Council (Lead); English Partnerships; Northwest Regional Development Agency; Langtree (Developer Partner); Greater Manchester Passenger Transport Authority; McInerney Homes (Developer Partner)</p>	<p>Northwest Regional Development Agency; McInerney Homes (£20 million); Private Funding</p> <p>Cath Conroy</p> <p><a href="mailto:cath.conroy@oldham.gov.uk">cath.conroy@oldham.gov.uk</a></p> <p>0161 770 4424</p>
<p>2</p> <p>Economic Prosperity</p>	<p><b>Mumps</b> - Development of in-town business space and homes</p> <ul style="list-style-type: none"> <li>• Horsedge Street, Regent Street and First Bus Areas: c.675 residential units; public space; Mumps Metrolink Station; c.3,465 sq m of retail space; c.11,000 sq m of office space</li> <li>• Monlycke Area: c.21,200 sq m of office space</li> </ul>	<p>2007 - 2021</p> <p>Oldham Council (Lead); English Partnerships; Greater Manchester</p>	<p>English Partnerships; Private Funding</p> <p>John Studholme</p>

	<ul style="list-style-type: none"> <li>• Hamilton Street and Southlink Areas: c.26,540 sq m of small office space and live-work space; c.90 residential units</li> <li>• Rhodes Bank Area: c.260 residential units; c.32,100 sq m of high-quality office space and live-work space, targeted at the creative industries; c.1,200 sq m of retail space</li> <li>• Bow Street Area: 32 residential units and 279 sq m of retail space on the Victory Cinema site; 30 residential units and 171 sq m of retail space on the Conservative Club site; the 'Golden Road'</li> <li>• Gravel Walks Area: 929 sq m of office space and 10 residential units in Windsor Works</li> </ul>	<p>Passenger Transport Authority; Hillstone Developments &amp; Millerbrook Properties; Dalby Developments; Private Developers</p>	<p><a href="mailto:john.studholme@oldham.gov.uk">john.studholme@oldham.gov.uk</a></p> <p>0161 770 4167</p>
<p>3</p> <p>Economic Prosperity</p>	<p><b>Chadderton Technology Park</b> - Development of high-technology business space off Lansdowne Road</p> <ul style="list-style-type: none"> <li>• 'Technology Heart' Area: c.4ha of space for large high-tech companies; 3,000 sq m Innovation Centre; 6,205 sq m, new Waste and Recycling Transfer Station; workshop space; a 'Green Spine'</li> <li>• Featherstall Road South Area: Freehold Metrolink Station; office and workshop space; residential units; new public spaces</li> <li>• Stockfield Road Area: residential units; retail space</li> </ul>	<p>2008 - 2020</p> <p>Oldham Council (Lead); Northwest Regional Development Agency; Greater Manchester Waste Disposal Authority; Viridor Waste Management (Developer Partner); Greater Manchester</p>	<p>Northwest Regional Development Agency; Greater Manchester Waste Disposal Authority (£33 million); Private Funding</p> <p>Paul White</p> <p><a href="mailto:paul.white@oldham.gov.uk">paul.white@oldham.gov.uk</a></p> <p>0161 770 4005</p>

		Passenger Transport Authority; Developer Partner	
4  Economic Prosperity	<p><b>Oldham Broadway Business Park</b> - Development of sub-regional business space off Broadway</p> <ul style="list-style-type: none"> <li>Plot 11: 5,481 sq m business centre</li> <li>Plot 15/16: 17,001 sq m of industrial space and 3,809 sq m of industrial space</li> </ul>	<p>1988 - 2009</p> <p>Oldham Council (Lead); Private Developers</p>	<p>Private Funding</p> <p>John Mitchell <a href="mailto:john.mitchell@oldham.gov.uk">john.mitchell@oldham.gov.uk</a>  0161 770 4003</p>
5  Economic Prosperity	<p><b>Salmon Fields Business Park</b> - Development of modern business space off Salmon Fields</p> <ul style="list-style-type: none"> <li>Plateau 1: 6,503 sq m of manufacturing/industrial scheme</li> </ul>	<p>1986 - 2009</p> <p>Oldham Council (Lead); Private Developers</p>	<p>Private Funding</p> <p>John Mitchell <a href="mailto:john.mitchell@oldham.gov.uk">john.mitchell@oldham.gov.uk</a>  0161 770 4003</p>
6  Economic Prosperity	<p><b>Satellite Park</b> - Development of modern business space on the BAe Systems Plant site</p> <ul style="list-style-type: none"> <li>Phase 1: Renovation of the 30,658 sq m warehouse and development of first-floor offices</li> <li>Phases 2 &amp; 3: 10,684 sq m manufacturing warehouse and trade counter units; 13,006 sq m</li> </ul>	<p>2007 - 2010</p> <p>Royal London Asset Management (Lead); Industrial Securities</p>	<p>Royal London Asset Management &amp; Industrial Securities (£60 million)</p>

	office campus; 1,772 sq m health and fitness centre; 245 sq m of space for fast food outlets		Nigel Lax <a href="mailto:nigel.lax@industrialsecurities.com">nigel.lax@industrialsecurities.com</a>
7  Economic Prosperity	<b>Oldham Town Centre Core</b> - Development of retail, leisure and cultural space  <ul style="list-style-type: none"> <li>• Tommyfield Area: family leisure development (including a new sports centre); new outdoor market</li> <li>• Old Town Hall Area: c.5,365 sq m, new Oldham Coliseum Theatre in the Old Town Hall</li> <li>• Cultural Quarter: New use within the Old Library; local history centre</li> <li>• Sainsbury's Area: Oldham Central Metrolink Station</li> <li>• Spindles Area: The 'Golden Road'</li> <li>• The 'Green Walk'</li> </ul>	2008 - 2014  Oldham Council (Lead); Oldham Community Leisure; Oldham Coliseum Theatre; Developer Partners; Greater Manchester Passenger Transport Authority; Private Developers	Oldham Council; Oldham Community Leisure; Oldham Coliseum Theatre; Heritage Lottery Fund (subject to successful bid); Private Funding  John Studholme <a href="mailto:john.studholme@oldham.gov.uk">john.studholme@oldham.gov.uk</a>  0161 770 4167
8  Economic Prosperity	<b>Alexandra Retail Park</b> - Regeneration of the retail space  <ul style="list-style-type: none"> <li>• New retail space</li> <li>• New use within Park Road Railway Warehouse</li> <li>• c.100 residential units</li> <li>• 'The Green Walk'</li> </ul>	2008 - 2011  Zurich Insurance (Lead); Cranford Developments; Oldham Council; Developer Partner	Zurich Insurance & Cranford Developments; Oldham Council; Private Funding  Cath Conroy <a href="mailto:cath.conroy@oldham.gov.uk">cath.conroy@oldham.gov.uk</a>  0161 770 4424

<p>9</p> <p>Economic Prosperity</p>	<p><b>Oldham Athletic</b> - Regeneration of the Boundary Park stadium</p> <ul style="list-style-type: none"> <li>• North (currently New Start Mortgages) Stand: 5,200 seats; supporting retail space; conferencing/banqueting facilities; 4,645 sq m of lettable office space</li> <li>• West (currently Chadderton Road) Stand : 3,200 seats; hotel; supporting retail space</li> <li>• South (currently Horners) Stand: 3,000 seats; a health and fitness centre; supporting retail space</li> <li>• 693 residential and key-worker units</li> </ul>	<p>2007 - 2013</p> <p>Oldham Athletic Football Club (Lead); Joint-Venture Partner</p>	<p>Oldham Athletic Football Club &amp; Joint-Venture Partner (£80 million)</p> <p>Alan Hardy</p> <p><a href="mailto:alan.hardy@oldhamathletic.co.uk">alan.hardy@oldhamathletic.co.uk</a></p> <p>0871 226 2235</p>
<p>10</p> <p>Economic Prosperity</p>	<p><b>West End</b> - Development of the higher and further education institutions in the 'West End' of Oldham Town Centre</p> <ul style="list-style-type: none"> <li>• Business Quarter: 1,858 sq m expansion of University Centre Oldham; 3,962 sq m of commercial office space on the Apple Car Clinic site; 126 residential units and 1,533 sq m of office/retail space on the Riley's site</li> <li>• Oldham College Area: New Oldham College campus</li> <li>• OSFC Area: c.4,645 sq m expansion of Oldham Sixth Form College for a Regional Science Centre; King Street Metrolink Station; King Square and St Patrick's Place; new Mecca bingo hall</li> <li>• Former Sainsbury's Area: hotel; residential units</li> <li>• Civic Centre Area: Integrated Care Centre (replacing</li> </ul>	<p>2006 - 2021</p> <p>Oldham Council (Lead); Northwest Regional Development Agency; University Centre Oldham; The Oldham College; Oldham Sixth Form College; Greater Manchester Passenger Transport Authority; Developer Partners; Oldham LIFT Partners;</p>	<p>Higher Education Funding Council for England (University Centre Oldham - £ 5 million); Learning &amp; Skills Council (The Oldham College - £70 million; Oldham Sixth Form College - £18 million subject to successful bid); European Regional Development Fund; Greater Manchester Property Venture Fund; Hillstone Developments &amp; Millerbrook Properties; Private Funding</p>

	<p>Cannon Street &amp; Marjory Lees Health Centres); the 'Golden Road'</p> <ul style="list-style-type: none"> <li>• Police Station Area: new retail space; Age Concern Centre</li> </ul>	<p>Greater Manchester Property Venture Fund (Joint-Venture Partner); Hillstone Developments &amp; Millerbrook Properties; Age Concern; Private Developers</p>	<p>John Studholme  <a href="mailto:john.studholme@oldham.gov.uk">john.studholme@oldham.gov.uk</a>  0161 770 4167</p>
<p>11  Economic Prosperity</p>	<p><b>Building Schools for the Future</b> - Regeneration of secondary education facilities across the Borough</p> <ul style="list-style-type: none"> <li>• Development of: 3 academy schools in the west, east and north of the Borough (replacing Breezehill, Counthill, Grange, Kaskenmoor, South Chadderton Schools); a Roman Catholic School close to Oldham Town Centre; a new Saddleworth School; on-site sixth form provision at New Bridge School</li> <li>• Renovation of: Royton and Crompton School; Hathershaw School; North Chadderton School; Blue Coat School; Crompton House School</li> </ul>	<p>2006 - 2014</p> <p>Oldham Council (Lead); Roman Catholic Diocese; The Oldham College (Partner &amp; Academy Sponsor); Oldham Sixth Form College (Partner); Edutrust (Academy Sponsor); Oasis (Academy Sponsor)</p>	<p>Building Schools for the Future (£202 million); Oldham Council; Academy Sponsors</p> <p>Alun Francis  <a href="mailto:alun.francis@oldham.gov.uk">alun.francis@oldham.gov.uk</a>  0161 770 8720</p>
<p>12  Economic</p>	<p><b>New Deal for Schools</b> - Regeneration of primary education facilities across the Borough</p> <ul style="list-style-type: none"> <li>• Development of: a new, joined Lyndhurst and Spring Brook School (completed); a new Royton Hall School</li> </ul>	<p>2006 - 2009</p> <p>Oldham Council</p>	<p>New Deal for Schools (2007/8 to 2008/9 - £10.58 million)</p>

Prosperity	<ul style="list-style-type: none"> <li>Renovation of: a merged Bare Trees Infant and Junior School (completed); a merged Werneth Infant and Junior School; a merged Coppice Infant and Junior School</li> </ul>	(Lead)	<p>Ron Gregory</p> <p><a href="mailto:ron.gregory@oldham.gov.uk">ron.gregory@oldham.gov.uk</a></p> <p>0161 770 8732</p>
13  Economic Prosperity	<p><b>Primary Capital Programme</b> - Regeneration of primary education facilities across the Borough</p> <ul style="list-style-type: none"> <li>Expansion of: Greenhill School; Beaver School</li> </ul>	<p>2007 - 2024</p> <p>Oldham Council (Lead)</p>	<p>Primary Capital Funding (2008/9 to 2010/11 - £48 million)</p> <p>Ron Gregory</p> <p><a href="mailto:ron.gregory@oldham.gov.uk">ron.gregory@oldham.gov.uk</a></p> <p>0161 770 8732</p>
14  Economic Prosperity	<p><b>Metrolink</b> - Development of Greater Manchester's light rail network into the Borough</p> <ul style="list-style-type: none"> <li>Phase 3a: Along Oldham and Rochdale Loop Line with stations at: Failsworth; Hollinwood ('Park and Ride' facilities); South Chadderton; Freehold; Werneth; Mumps; Derker ('Park and Ride' facilities); Shaw and Crompton</li> <li>Phase 3b: Through Oldham Town Centre with stations at: Westwood; King Street; Oldham Central</li> </ul>	<p>2006 - 2013</p> <p>Greater Manchester Passenger Transport Authority (Lead); Association of Greater Manchester Authorities; Greater Manchester Passenger Transport Executive; M-Pact Thales (Developer)</p>	<p>Department for Transport &amp; Greater Manchester Passenger Transport Authority (Phase 3a - £575 million across Greater Manchester; Phase 3b - £3 billion across Greater Manchester, for various public transport improvements, subject to successful bid)</p> <p>Don Wagstaff</p> <p><a href="mailto:don.wagstaff@oldham.gov.uk">don.wagstaff@oldham.gov.uk</a></p>

		Partner); Oldham Council	0161 770 4348
15  Economic Prosperity	<p><b>Quality Bus Corridors</b> - Development of bus priority lanes across the Borough</p> <ul style="list-style-type: none"> <li>• Lees Road</li> </ul>	2001 - 2009  Oldham Council (Lead)	Oldham Council  Ken Mistry <a href="mailto:ken.mistry@oldham.gov.uk">ken.mistry@oldham.gov.uk</a>  0161 770 4429
16  Economic Prosperity	<p><b>Minor Highway Improvements</b> - Improvements to minor highways across the Borough</p> <ul style="list-style-type: none"> <li>• Pedestrian crossings; small junction improvements; traffic calming measures</li> </ul>	2006 +  Oldham Council (Lead)	Oldham Council  Joanne Betts <a href="mailto:joanne.betts@oldham.gov.uk">joanne.betts@oldham.gov.uk</a>  0161 770 4346
17  Economic Prosperity	<p><b>Transport Asset Management</b> - Maintenance of the Borough's highway and transport infrastructure</p> <ul style="list-style-type: none"> <li>• Highway retaining wall reconstruction; bridge and structures strengthening; road carriageway and footway maintenance; street lighting</li> </ul>	2007 +  Oldham Council (Lead); Unity Partnership	Oldham Council

			Tony Noblet <a href="mailto:tony.noblet@oldham.gov.uk">tony.noblet@oldham.gov.uk</a> 0161 770 4301
18  Economic Prosperity	<b>Local Safety Schemes</b> - Delivery of highway safety measures across the Borough	2006 +  Unity Partnership (Lead); Oldham Council	Oldham Council  David Benning <a href="mailto:david.benning@unitypartnership.com">david.benning@unitypartnership.com</a> 0161 770 4381
19  Economic Prosperity	<b>School Safety Zones</b> - Delivery of safety measures on highways close to schools across the Borough	2006 – 2010  Unity Partnership (Lead); Oldham Council	Oldham Council  David Benning <a href="mailto:david.benning@unitypartnership.com">david.benning@unitypartnership.com</a> 0161 770 4381
20	<b>Oldham Cycle Network</b> - Development of Oldham's cycle network across the Borough  • Connect 2: Oldham to Tameside cycle route; Oldham	2007- 2032  Oldham Council (Lead); Connect 2	Living Landmarks / Sustrans ( £1 million from Connect 2 bid); Sustrans (£225,000 from Links to

Economic Prosperity	<p>to Rochdale cycle route</p> <ul style="list-style-type: none"> <li>• Links to Schools: Oldham to Rochdale Canal National Cycle Network route</li> </ul>	Partners; Sustrans	<p>Schools bid)</p> <p>Paul Bruffell</p> <p><a href="mailto:paul.bruffell@oldham.gov.uk">paul.bruffell@oldham.gov.uk</a></p> <p>0161 770 4360</p>
21  Economic Prosperity	<p><b>Corridors and Gateways</b> - Regeneration of the main corridors through, and gateways to, the Borough</p> <ul style="list-style-type: none"> <li>• Phase 1: A62 (completed)</li> <li>• Phase 2: A627 (completed); A672</li> </ul>	<p>2004 - 2008</p> <p>Oldham Council (Lead); Oldham Rochdale Partners in Action; New Deal for Communities Board</p>	<p>European Regional Development Fund; Housing Market Renewal; New Deal for Communities</p> <p>Imogen Fuller</p> <p><a href="mailto:imogen.fuller@oldham.gov.uk">imogen.fuller@oldham.gov.uk</a></p> <p>0161 770 4165</p>
22  Safe & Strong Communities	<p><b>Housing Market Renewal</b> - Regeneration of homes and neighbourhoods across parts of the Borough</p> <ul style="list-style-type: none"> <li>• Derker; Werneth/Freehold; Coppice (completed); St Mary's</li> <li>• Interventions in: Hathershaw; Fitton Hill; Alt; Sholver; Primrose Bank Estate; Clarkwell Estate</li> </ul>	<p>2003 - 2017</p> <p>Oldham Rochdale Partners in Action (Lead); Gleeson Regeneration (Developer Partner);</p>	<p>Housing Market Renewal (2004/5 to 2010/11 - £90 million); Housing Corporation; Private Funding</p> <p>Alastair Graham</p>

		Bellway (Developer Partner); Keepmoat (Developer Partner); BASE (Developer Partner); Greater Manchester Passenger Transport Authority; New Deal for Communities Board; Alt and Sholver Partnership	<a href="mailto:alastair.graham@oldham.gov.uk">alastair.graham@oldham.gov.uk</a> 0161 770 3189
23  Safe & Strong Communities	<p><b>New Deal for Communities Spatial Masterplan -</b> Regeneration of homes and neighbourhoods in Hathershaw and Fitton Hill</p> <ul style="list-style-type: none"> <li>• ‘Borough Mill Triangle’ Site in Hathershaw: 300 new residential units; a new Hathershaw Community Centre (completed); a primary school; a supermarket; office and business space; new public spaces</li> <li>• Earl, Maple, Park Cake, and Belgrave Mills in Hathershaw: ‘Employment Zones’</li> <li>• Fitton Hill: c.400 new residential units; a new Fitton Hill Neighbourhood Centre; a health centre; a ‘Sports Zone’; new public spaces</li> <li>• Ashton Road: external renovation of the ‘Retail Clusters’</li> </ul>	2006 - 2021  New Deal for Communities Board (Lead); Oldham Rochdale Partners in Action; Goyt Properties; Countryside Properties (Developer Partner); Villages Housing	New Deal for Communities (2004/5 to 2010/11 - £52 million); Housing Market Renewal; Housing Corporation; Private Funding  Gordon Roscoe <a href="mailto:gordon.roscoe@oldham.gov.uk">gordon.roscoe@oldham.gov.uk</a> 0161 785 7820

24	<p><b>Alt and Sholver</b> - Regeneration of the homes and neighbourhoods</p> <ul style="list-style-type: none"> <li>• Alt: c.550 new residential units; external renovation of some residential units; new community facilities; a new Alt Primary School; new public spaces</li> <li>• Sholver: c.700 new residential units; external renovation of some residential properties; new community facilities; a new primary school; new public spaces</li> </ul>	2009 - 2022	Oldham Council; Housing Market Renewal; Private Funding
Safe & Strong Communities		Alt and Sholver Partnership Board (Lead); Oldham Rochdale Partners in Action; Housing 21; Developer Partners	Kevin Clarke <a href="mailto:kevin.clarke@oldham.gov.uk">kevin.clarke@oldham.gov.uk</a> 0161 770 3981
25	<p><b>PFI 4: Gateways to Oldham</b> - Regeneration of the Primrose Bank, Crossley and Clarkwell Estates</p> <ul style="list-style-type: none"> <li>• Primrose Bank Estate; Crossley Estate; North House site on Rochdale Road; Dew Way; Keswick Avenue;</li> <li>• External renovation of Clarkwell Estate</li> </ul>	2008 - 2013	Private Finance Initiative (£131 million); Oldham Council (£7.5 million); Housing Market Renewal
Safe & Strong Communities		Oldham Council (Lead); Oldham Rochdale Partners in Action; Developer Partner	Chris Kelsall <a href="mailto:chris.kelsall@oldham.gov.uk">chris.kelsall@oldham.gov.uk</a> 0161 770 1143
26	<p><b>PFI 2</b> - Regeneration of sheltered homes across parts of the Borough</p> <ul style="list-style-type: none"> <li>• Redevelopment and renovation of c.1,500 residential units in: Alt; Chadderton; Coldhurst; Delph; Failsworth; Greenfield; Grotton; Hathershaw; High Crompton Shaw; Hollins; Hollinwood; Holts Village;</li> </ul>	2006 - 2011	Private Finance Initiative (£430 million)
Safe & Strong Communities		Oldham Council (Lead); Housing 21 (Developer Partner)	Mark Reynolds

	Hungerhill Shaw; Lees; Primrose Bank; Royton; Shaw; Springhead; Waterhead		<a href="mailto:mark.reynolds@oldham.gov.uk">mark.reynolds@oldham.gov.uk</a> 0161 770 5147
27  Safe & Strong Communities	<b>Limehurst Village</b> - Development of c.200 residential units	2007 - 2012  Oldham Council (Lead); Miller Homes (Developer Partner)	Oldham Council & Miller Homes (£15 million)  Steve Hopley <a href="mailto:steve.hopley@oldham.gov.uk">steve.hopley@oldham.gov.uk</a> 0161 770 4113
28  Safe & Strong Communities	<b>Rose Mill</b> - Development of 90 residential units	2008 - 2010  Oldham Council (Lead); Rico Homes (Developer Partner)	Oldham Council & Rico Homes  Cath Conroy <a href="mailto:cath.conroy@oldham.gov.uk">cath.conroy@oldham.gov.uk</a> 0161 770 4424
29  Safe & Strong	<b>Westhulme</b> - Regeneration of the Old Hospital site  <ul style="list-style-type: none"> <li>• 105 residential units</li> <li>• Renovation of Westwood Park</li> </ul>	2007 - 2012  Pennine Acute	Private Funding

Communities		Hospital NHS Trust (Lead); Developer	John Wilkes <a href="mailto:john.wilkes@nhs.net">john.wilkes@nhs.net</a>
30  Safe & Strong Communities	<b>Gem Mill</b> - Development of 120 residential units	2006 - 2008  Redrow Homes (Lead)	Redrow Homes  Patsy Aicken  0161 620 9798
31  Safe & Strong Communities	<b>Hunt Lane</b> - Development of 125 residential units	2002 - 2009  Countryside Properties (Lead)	Countryside Properties  Martin Leggett  <a href="mailto:northern@cpplc.com">northern@cpplc.com</a>
32  Health & Well-Being	<b>Local Improvement Finance Trust</b> - Regeneration of community-based health and well-being facilities across the Borough  <ul style="list-style-type: none"> <li>• Phase 1: Glodwick Primary Care Centre (completed); Moorside Medical Centre (completed); Oldham Town Centre Integrated Care Centre</li> <li>• Phase 2: Royton Health and Well-Being Centre; Werneth Primary Care Centre; Shaw and Crompton Health and Well-Being Centre</li> </ul>	2004 - 2024  Oldham LIFT Partners; Community 1 <sup>st</sup> Oldham (Joint-Venture Partner)	Local Improvement Finance Trust (£100 million)  John Wareing  <a href="mailto:john.wareing@nhs.net">john.wareing@nhs.net</a>  0161 621 5925

	<ul style="list-style-type: none"> <li>Phase 3: Chadderton Health and Well-Being Centre; Hathershaw and Fitton Hill; Saddleworth</li> </ul>		
33	<b>Christie Centre</b> - Development of a 7,678 sq m radiotherapy centre at Royal Oldham Hospital	2007 - 2009	Christie (£17 million)
Health & Well-Being		Manchester Christie Hospital Trust (Lead); Pennine Acute Hospital NHS Trust	John Wilkes <a href="mailto:john.wilkes@nhs.net">john.wilkes@nhs.net</a>
34	<b>Children's Centres</b> - Development of locally-based resource facilities for children under 5 years old and their families in every ward	2004 - 2010	Sure Start (2008/11 - £28.41 million)
Health & Well-Being		Oldham Council (Lead); Oldham Primary Care Trust; Job Centre Plus	Gail Cassidy <a href="mailto:gail.cassidy@oldham.gov.uk">gail.cassidy@oldham.gov.uk</a>  0161 770 4312
35	<b>Social Care Facilities</b> - Regeneration of social care facilities across the Borough	2006 +	Oldham Council
Health & Well-Being	<ul style="list-style-type: none"> <li>Renovation of children's homes at 43 and 45 Netherhey Street</li> </ul>	Oldham Council (Lead)	Clare Fish

			<a href="mailto:clare.fish@oldham.gov.uk">clare.fish@oldham.gov.uk</a> 0161 770 4778
36  Health & Well-Being	<b>Age Concern Centre</b> - Development of a Local Heritage Centre within the Old Methodist Chapel	2007 +  Age Concern (Lead)	Heritage Lottery Fund (subject to successful bid)
37  Health & Well-Being	<b>Threshold Centre</b> - Development of a c.813 sq m resource facility for homeless people in Oldham Town Centre	2008 - 2010  New Charter Housing Trust (Lead); Threshold; Oldham Council	Places of Change (subject to successful bid)  Mark Reynolds <a href="mailto:mark.reynolds@oldham.gov.uk">mark.reynolds@oldham.gov.uk</a>  0161 770 5147
38  Health & Well-Being	<b>Leisure Facilities</b> - Regeneration of leisure facilities across the Borough  <ul style="list-style-type: none"> <li>Royton Health and Well-Being Centre; Shaw and Crompton Health and Well-Being Centre; Chadderton Health and Well-Being Centre; Fitton Hill Neighbourhood Centre; Lees Library; Failsworth Well-Being Centre</li> </ul>	2007 +  Oldham Council (Lead); Oldham LIFT Partners; Community 1 <sup>st</sup> Oldham (Joint-Venture Partner)	Oldham Council; Big Lottery Fund's Community Libraries Programme (Lees Library - £536,685);  Ian Hughes

			<a href="mailto:ian.hughes@oldham.gov.uk">ian.hughes@oldham.gov.uk</a> 0161 770 3301
39	<b>Oldham Lads and Girls Club</b> - Development of a youth facility to serve the whole Borough in Oldham Town Centre	2008 - 2011	My Place Fund (subject to successful bid)  Tim Mitchell <a href="mailto:tim.mitchell@oldham.gov.uk">tim.mitchell@oldham.gov.uk</a>  0161 770
Health & Well-Being		Oldham Lads and Girls Club Partners (Lead)	
40	<b>Werneth Park Music Rooms</b> - Regeneration of the community facility <ul style="list-style-type: none"> <li>• New, community use within Werneth Park Music Rooms</li> <li>• Renovation of Werneth Park</li> </ul>	2007 - 2011	Heritage Lottery Fund (c.£2.85 million subject to successful bid); Single Regeneration Budget 6 (£224,500)  Nick Andrews <a href="mailto:nick.andrews@oldham.gov.uk">nick.andrews@oldham.gov.uk</a>  0161 770 5143
Health & Well-Being		Werneth Park Music Rooms Steering Group (Lead); Oldham Council	
41	<b>Sports Facilities</b> - Regeneration of sports facilities in each area of the Borough <ul style="list-style-type: none"> <li>• Royton Health and Well-Being Centre; Chadderton</li> </ul>	2007 +	Oldham Council Council (Saddleworth Swimming Pool - £1.5 million)

Health & Well-Being	Health and Well-Being Centre; Fitton Hill 'Sports Zone'; Saddleworth Swimming Pool	Oldham Sport and Physical Activity Alliance (Lead)	Ian Hughes <a href="mailto:ian.hughes@oldham.gov.uk">ian.hughes@oldham.gov.uk</a>  0161 770 3301
42  Health & Well-Being	<b>FA Pilot</b> - Regeneration of football and associated sports facilities across the Borough  • Clayton Playing Fields; Churchill Playing Fields	2008 - 2013  Oldham Football Forum (Lead); Football Association	Football Foundation (subject to successful bid)  Ian Hughes <a href="mailto:ian.hughes@oldham.gov.uk">ian.hughes@oldham.gov.uk</a>  0161 770 3301
43  Health & Well-Being	<b>Robert Fletcher Mill</b> - Development of a recreational visitor attraction	2008 - 2018  Messrs Whiteoak (Lead)	Private Funding  Via John Mitchell <a href="mailto:john.mitchell@oldham.gov.uk">john.mitchell@oldham.gov.uk</a>  0161 770 4003
44	<b>Peak District Northern Gateways</b> - Regeneration of recreational facilities in the Borough that are within and	2008 - 2013  Pennine Prospects	Peak District National Park

Health & Well-Being	<p>close to the Peak District National Park</p> <ul style="list-style-type: none"> <li>• Renovation of Brownhills Countryside Centre</li> <li>• Development of the Northern Gateway Trail through: Uppermill; Diggle; Greenfield</li> </ul>	Partners; Peak District National Park	<p>Liz Kershaw</p> <p><a href="mailto:liz.kershaw@oldham.gov.uk">liz.kershaw@oldham.gov.uk</a></p> <p>0161 770 4168</p>
45 Health & Well-Being	<p><b>Waterway Regeneration</b> - Regeneration of the Huddersfield Narrow and Rochdale Canals</p> <ul style="list-style-type: none"> <li>• Huddersfield Narrow Canal (some works completed)</li> <li>• Rochdale Canal (some works completed)</li> </ul>	<p>2008 +</p> <p>Oldham Council (Lead); British Waterways; Waterways Trust</p>	<p>Simon Papprell</p> <p><a href="mailto:simon.papprell@oldham.gov.uk">simon.papprell@oldham.gov.uk</a></p> <p>0161 770 5163</p>
46 Health & Well-Being	<p><b>Parks and Open Spaces</b> - Regeneration of parks and open spaces across the Borough</p> <ul style="list-style-type: none"> <li>• Dunwood Park</li> <li>• Green 'O'</li> </ul>	<p>2007 +</p> <p>Oldham Council (Lead); Park Friends</p>	<p>Heritage Lottery Fund (£750,000 subject to successful bid for Dunwood Park)</p> <p>Keith Bennell</p> <p><a href="mailto:keith.bennell@oldham.gov.uk">keith.bennell@oldham.gov.uk</a></p> <p>0161 770 4088</p>
47	<p><b>Pennine Edge Forest</b> - Regeneration of community woodland across the Borough</p>	2004 - 2013	<p>Oldham Council Capital Programme; European Regional Development Fund; Onyx</p>

<p>Health &amp; Well-Being</p>	<ul style="list-style-type: none"> <li>• Certification to FSC standard of 20 Council-owned woodlands</li> <li>• Pennine Edge Forest Trail</li> <li>• Moston Brook Green Corridor</li> <li>• Leesbrook Nature Park (some works completed)</li> <li>• Oldham Edge (some works completed)</li> </ul>	<p>Pennine Edge Forest Partners</p>	<p>Environmental Trust; United Utilities Land Care; Greening Greater Manchester Landfill Tax; Forestry Commission; Green Tips; Countryside Agency; Peak Park Sustainability Fund; Section 106; Northwest Regional Development Agency; Greater Manchester Passenger Transport Authority; Environment Agency</p> <p>Liz Kershaw</p> <p><a href="mailto:liz.Kershaw@oldham.gov.uk">liz.Kershaw@oldham.gov.uk</a></p> <p>0161 770 4168</p>
<p>48</p> <p>Health &amp; Well-Being</p>	<p><b>Play and Free-Time Facilities</b> - Regeneration of play facilities based on nature and the outdoors across the Borough</p> <ul style="list-style-type: none"> <li>• Daisy Nook Country Park; Bankfield Clough; Tandle Hill Country Park; Irk Valley; Leesbrook; Medlock Valley; Crompton Moor</li> </ul>	<p>2007 - 2013</p> <p>Oldham Play Partnership (Lead)</p>	<p>Big Lottery Children's Play Programme (£648,910); Section 106</p> <p>Keith Bennell</p> <p><a href="mailto:keith.bennell@oldham.gov.uk">keith.bennell@oldham.gov.uk</a></p> <p>0161 770 4088</p>

<p>49</p> <p>Health &amp; Well-Being</p>	<p><b>Chadderton Local District Centre</b> - Regeneration of local amenities</p> <ul style="list-style-type: none"> <li>• Health and Well-Being Centre</li> <li>• New uses within: the Old Police Station; the Old Library; the Old Swimming Pool</li> <li>• Renovation of Chadderton Mall</li> <li>• New outdoor market</li> </ul>	<p>2007 +</p> <p>Oldham Council (Lead); Oldham LIFT Partners; Greater Manchester Pension Fund; Private Developers</p>	<p>Oldham Council (Health and Well-Being Centre - £5 million); Private Funding</p> <p>Ruth Billingham</p> <p><a href="mailto:ruth.billingham@oldham.gov.uk">ruth.billingham@oldham.gov.uk</a></p> <p>0161 770 4975</p>
<p>50</p> <p>Health &amp; Well-Being</p>	<p><b>Failsworth Local District Centre</b> - Regeneration of local amenities</p> <ul style="list-style-type: none"> <li>• Phase 1: new primary care centre (completed); supermarket (completed); 63 residential units (completed)</li> <li>• Phase 2: 1,125 sq m of new space for local retailers; Well-Being Centre; 150 residential units</li> <li>• New use within the Old Town Hall</li> </ul>	<p>2004 - 2010</p> <p>Oldham Council (Lead); Oldham Property Partnerships (Joint-Venture Partner); Developer Partner</p>	<p>Oldham Council &amp; Private Funding (Phase 2 - £30 million)</p> <p>John Mitchell</p> <p><a href="mailto:john.mitchell@oldham.gov.uk">john.mitchell@oldham.gov.uk</a></p> <p>0161 770 4003</p>
<p>51</p> <p>Health &amp; Well-Being</p>	<p><b>Greenfield</b> - Regeneration of local amenities</p> <ul style="list-style-type: none"> <li>• Marina (completed); Public house/restaurant; 2,323 sq m Tesco supermarket; 1,254 sq m of industrial space; 57 residential units</li> <li>• Renovation of Train Station</li> </ul>	<p>2004 - 2010</p> <p>Wiggett Construction &amp; Parkland Properties (Lead); Marstons Inns and</p>	<p>Wiggett Construction &amp; Parkland Properties (£25 million); Greater Manchester Passenger Transport Authority (£580,000)</p>

		Taverns; Oldham Council; Greater Manchester Passenger Transport Authority; Northern Rail	John Mitchell <a href="mailto:john.mitchell@oldham.gov.uk">john.mitchell@oldham.gov.uk</a> 0161 770 4003
52	<b>Huddersfield Road Local District Centre -</b> Regeneration of local amenities  <ul style="list-style-type: none"> <li>• 8,713 sq m, new Tesco supermarket; 7 retail units</li> <li>• Renovation of Greenacres Primary School's playing field and some of its classrooms; adventure play facility</li> <li>• Renovation of the retail parade</li> <li>• A62 improvements</li> </ul>	2006 - 2009  Oldham Council (Lead); Modus Properties	Modus Properties (£35 million); Section 106 (Tesco - £500,000)  Cath Conroy <a href="mailto:cath.conroy@oldham.gov.uk">cath.conroy@oldham.gov.uk</a> 0161 770 4424
53	<b>Lees Local District Centre -</b> Regeneration of local amenities  <ul style="list-style-type: none"> <li>• Renovation and extension to Lees Library</li> </ul>	2007 +  Oldham Council (Lead); Lees Library Steering Group; Private Developers	Private Funding  Nick Andrews <a href="mailto:nick.andrews@oldham.gov.uk">nick.andrews@oldham.gov.uk</a> 0161 770 5143
54	<b>Royton Local District Centre -</b> Regeneration of local amenities  <ul style="list-style-type: none"> <li>• New, function/banqueting use within Royton</li> </ul>	2008 +	Whispers Developments (£1.2 million); Private Funding

Health & Well-Being	<p>Assembly Hall</p> <ul style="list-style-type: none"> <li>• Health and Well-Being Centre</li> </ul>	Oldham Council (Lead); Oldham LIFT Partners; Whispers Developments; Private Developers	<p>Nick Andrews</p> <p><a href="mailto:nick.andrews@oldham.gov.uk">nick.andrews@oldham.gov.uk</a></p> <p>0161 770 5143</p>
55  Health & Well-Being	<p><b>Shaw and Crompton Local District Centre -</b> Regeneration of local amenities</p> <ul style="list-style-type: none"> <li>• Health and Well-Being Centre</li> <li>• Shaw and Crompton Metrolink Station</li> <li>• Environmental improvements</li> </ul>	<p>2008 +</p> <p>Oldham Council (Lead); Oldham LIFT Partners; Private Developers</p>	<p>Section 106; Private Funding</p> <p>Nick Andrews</p> <p><a href="mailto:nick.andrews@oldham.gov.uk">nick.andrews@oldham.gov.uk</a></p> <p>0161 770 5143</p>
56  Health & Well-Being	<p><b>Uppermill Local District Centre -</b> Regeneration of local amenities</p> <ul style="list-style-type: none"> <li>• Extension of the sports facilities at Saddleworth Swimming Pool</li> </ul>	<p>2007 +</p> <p>Oldham Council (Lead); Oldham Community Leisure; Private Developers</p>	<p>Private Funding</p> <p>Nick Andrews</p> <p><a href="mailto:nick.andrews@oldham.gov.uk">nick.andrews@oldham.gov.uk</a></p> <p>0161 770 5143</p>

# SECTION D: MANAGING THE DELIVERY OF THE STRATEGY

## GOVERNANCE AND RESOURCES

The delivery of the initiatives within this strategy are being and will continue to be achieved using a wide cocktail of public and private investment. There are also a correspondingly wide range of governance mechanisms in place for many of these funding streams including the Housing Market Renewal Pathfinder Board (for Rochdale and Oldham), the New Deal for Communities Board, the Council's Cabinet, the PCT Executive.

It is not the intention of this strategy to replicate existing governance and performance management mechanisms because these must be vested with the appropriate accountable body. However, the Oldham Partnership will seek to identify opportunities to rationalise governance mechanisms for capital spend to emulate the process already followed for revenue spend via the Local Area Agreement process.

This strategy will therefore be **monitored** every 6 months by the Oldham Partnership. This will be via the Oldham Partnership Executive in the first instance but will be incorporated as a function of the Local Public Service Board in due course. To facilitate the effectiveness of the monitoring process, an annual Oldham Beyond Implementation Plan will be produced. This Implementation Plan will include a greater level of detail about specific milestones, targets and risk management.

**An annual Oldham Beyond report and a six monthly review** will also be produced using the Implementation Plan as a template. These reports will describe the progress made against the action plan, any changes to the action plan and the reasons for those changes and may make recommendations for future action. This will be co-ordinated by the Council's Executive Director of Regeneration.

The Council's Director of Finance will compile **an annual financial report and six monthly interim report** demonstrating the source and amounts of funding required and/or secured where this information is available. The report will highlight any pressures and may make recommendations to support the annual Oldham Beyond report.

The Oldham Partnership Executive or Local Public Service Board will monitor progress to enable the following:-

- Better co-ordination between agencies and their programme/project delivery;
- Identification of the need for high-level discussions with Government, public and private sector funders;
- Monitoring of progress against expected targets and timescales;
- Inform financial planning and prioritisation by identifying how the different elements of the plan are being funded and to identify gaps in resources;
- Update how plans may have changed or developed further since the previous report (it is acknowledged that physical regeneration plans are often very fluid because of issues of land ownership, land-use planning, infrastructure, public consultation etc.)

This monitoring role will therefore be provided at an Executive level because it will require the authority to make commitments and decisions about capital spend. The above monitoring role will be strengthened as a part of developing the terms of reference for the Local Public Service Board.

The Strategy and Implementation Plan will also undergo **regular scrutiny**. This will be achieved via the joint scrutiny arrangements between Oldham Council and the Oldham Partnership Steering Group.

## **COMMUNICATIONS**

### **Within the Oldham Partnership**

Maintaining an accurate picture of the physical regeneration of the Borough requires excellent inter-agency communication of our plans and the evolution of those plans. The

Executive Director of Regeneration will use the following key tools to maintain the accuracy of this strategy:-

- The spatial expression of the initiatives detailed within the Strategy and Implementation Plan will be expressed on **maps which will be publicly available on the Council's website**. There is a map of the whole of the Borough illustrating the major regeneration programmes and projects and more detailed maps at a Community Council level;
- **Regeneration Officers have been assigned for specific Area Committees and also for themes within the plan**. These Officers have developed and will maintain relationships with key contacts from other agencies and Council Directorates to ensure that information is updated;
- **An annual workshop** will be held prior to the development of the annual report for key representatives from the Oldham Partnership, other agencies and Council Directorates to enable sharing and updating of plans and to highlight key issues that need to be considered by the Oldham Partnership Executive /Local Public Service Board.

The annual report will be used to trigger a series of communications with the wider membership of the Oldham Partnership, Elected Members and M.P's using newsletters and special briefings.

The Oldham Beyond 1000 Days Campaign was overseen by a group of champions from a wide variety of agencies, many of whom wish to retain a relationship with the Borough and Oldham Beyond. Our annual report and six monthly review will be a valuable opportunity to contact them and update them on progress.

### **Communicating with the public**

In addition to the availability of the physical regeneration maps on the Council's website, the use of **Second Life** is being explored to enable members of the public to be able to see how buildings and developments might look once complete. We will engage young people by using innovative technologies and methods, such as **Facebook** and engagement via **Youth Groups**.

The annual progress report will also be communicated via ***features in the local press and reports and discussions at Area Committees other community events.***

## **OLDHAM BRANDING**

The development of the Oldham brand is a fantastic opportunity to build an action plan to raise the perceptions of Oldham and thus its image. Image is a key element in terms of attracting private investment opportunities and generating local pride and confidence. Major regeneration sites will display the Oldham brand along with a message about what is being developed as soon as the nature of development has been confirmed. This will improve the level of communications about what is happening and when it will happen. Because of the importance of branding, specific actions will also be included within the annual Oldham Beyond Implementation Plan.

## **COMMUNITY ENGAGEMENT AND EQUALITIES AND DIVERSITY**

The Oldham Beyond Implementation Plan will provide an annual opportunity to forward plan and better co-ordinate community engagement activity focused upon specific neighbourhoods. The annual workshop will also be used as an opportunity to review consultation carried out and also to identify any improvements we could make in relation to equality and diversity in future community involvement activities.

## APPENDIX

### OLDHAM BEYOND – THE VISION

In July 2003, an international team of regeneration specialists, led by Urbed, was commissioned jointly by the Oldham Partnership and the North West Development Agency to help identify the ideas and the strategy that would transform the Borough of Oldham.

The team undertook in-depth analysis of the Borough. They also carried out extensive consultation, holding workshops with stakeholders and sector groups, working with schools, visiting Partnership groups and Area Committees, and talking with more than 2,000 residents in the 'Thought Bubble', an inflatable room that toured the Borough.

**The vision of the future of the Borough** defined by Oldham Beyond is that by 2020 it will be

a confident place, at ease with itself and celebrating in its diverse communities and landscapes – from the tight knit terraced communities to the wild moors and valley villages to the east. A Borough that is proud of its industrial past but which has reinvented its economy by making the most of the creativity and drive of its young people. The world will see the Borough as a place transformed and people will be attracted to live and work in the Borough by the quality of life that it offers and by its reputation for tolerance and diversity.

Oldham Beyond develops this vision further under six headings

**A generator of wealth:**

The Borough will be a good place to do business, where bold developments at Hollinwood and Mumps have created an attractive alternative to the sterile 'business parks' that characterise many towns and Boroughs elsewhere, creating dramatic gateways to the Borough. Oldham Town Centre will be a hotbed of creative and knowledge industries where talented people are attracted from elsewhere because of the convivial environment and affordable accommodation.

### **Many places not one**

The Borough will be attractive as a place to live and work because of the fusion of countryside and community on the doorstep of one of the great European cities. A place that people relate to on three levels:

#### **Neighbourhood:**

A constellation of diverse neighbourhoods, smaller towns and villages each with its own centre creating a sense of community and providing local services. To symbolise this, the heart of each of these communities will have been 'marked' with a sculpture or building. These

communities will be proud of their history but welcoming of people from

different backgrounds and there will be a much broader ethnic mix throughout the Borough. There will, however, be neighbourhoods that remain Asian in character. These will become part of Oldham's appeal because their shops and restaurants attract people from across the Borough and further afield

#### **Borough:**

A reborn industrial Borough focused on a thriving Oldham Town Centre that attracts people from throughout the region because of its university centre, colleges, excellent cultural facilities and broad range of shopping and leisure uses. They will come to Oldham Town Centre, rather than town centres in other Boroughs, because of its striking new buildings and the convivial creative atmosphere of the centre.

#### **City:**

A short Metrolink ride away will be Manchester City Centre and beyond

that the Airport and Salford Quays. Through the new 'tube map' of Greater Manchester, people in Oldham will feel themselves to be part of the wider city and able to access all of its opportunities and facilities.

### **A desirable place to live**

Oldham will become a good place to live with a range of aspirational and affordable housing. Compact, walkable communities will be developed around Metrolink stops and local town centres. Elsewhere in the Borough some of the terraces will have been redeveloped to reduce densities and create more suburban housing. A focus on design quality and sustainable development will have marked the Borough out for its attractive and innovative housing. This will have strengthened the housing market and householders will invest in their homes in the confidence that values will rise.

### **An ambitious people**

The Borough's excellent education facilities will have created opportunities for young people to achieve their full potential. The new confidence in the Borough and the knowledge that exciting opportunities are available will have encouraged more young people to stay on at college and university. The quality of life in the Borough will have also persuaded many more talented young people to stay in Oldham when they graduate, or to return after studying elsewhere. This will transform the low wage/low skilled culture of Oldham – not just by attracting people into the Borough (although its positive image means this will happen) but because local people will decide to stay. The renaissance of the Borough will therefore happen through a virtuous circle – a more skilled population with better jobs – increased spending power – a resurgence of Oldham town center, and more money in the local economy – more jobs because the Borough is more attractive to entrepreneurs and inward investors – an improved image attracting even more talented people etc...

### **A sustainable Borough**

The Borough will have invested in sustainability and the benefits will be not just to the environment but to the Borough's people and its economy. Housing Market Renewal will have radically improved the energy efficiency of the housing stock and reduced heating bills

for some of the poorest households. Companies in the Borough will have found new markets in environmental industries such as recycling, re-manufacturing and renewable energy.

## **New Oldham**

The new Oldham will be viewed differently by its people – they will be proud to live and work in the Borough and willing to be active citizens. The council will have encouraged this by devolving further power and responsibilities to the local level and encouraging a range of organisations and partnerships to flourish. These diverse groups will have been working together over the last fifteen years to bring about this dramatic transformation with a common purpose and a determination to make things happen. They will be planning to build on these successes with a new strategy and challenges for the next 15 years.

Since Oldham Beyond was launched the significance of a number of the points contained in the vision has become even more apparent. For instance:

- the function of city regions as engines of economic growth is now more widely appreciated. Oldham has grasped the opportunity to engage in collaborative work within the city region. For example, we have worked with our partners in Greater Manchester to:
  - develop plans and funding arrangements for Metrolink extensions which will benefit the sub region as a whole; and
  - prepare the City Strategy which is seeking to increase the number of people who are assisted to move from being workless into employment, and improve the quality of support they receive;
- the increasing recognition at a city region level that Oldham includes the largest area of countryside in the sub region which is a great asset to the economy in terms of quality of life;
- the importance of mitigating climate change is now more fully recognised and zero carbon new housing will soon be a national requirement. Oldham has pioneered the way. It was the first area in the North of England to require on site energy generation in new developments. Schemes built under the Housing Market Renewal programme are achieving Ecohomes “Excellent” standard.

## **KEY PRINCIPLES THAT GUIDE OUR ACTIONS**

A set of inter-related principles guide the Borough's approach to regeneration

### **Promoting More Cohesive Communities**

The vision for Oldham's Community Cohesion Strategy 2007 –2010 is

*"A Borough to which people are proud to belong"*

It focuses upon developing personal and shared identity, equality and upon people engaging with each other and with organisations.

Oldham Beyond, with its emphasis upon developing "common ground", and creating "a desirable place to live", is fundamental to the achievement of our community cohesion vision.

### **Targeting our Efforts**

Oldham's approach is to assess needs and opportunities across the whole Borough. Actions are then targeted in the most appropriate way. This targeting can be:

- "thematic" - assisting members of the community in greatest need (e.g. residents who are workless); or
- "geographic" – focused on areas where comprehensive physical improvements will be of widespread benefit (e.g. local town centres, transport corridors, and "gateways") or on areas where there are "clusters" of deprivation.

In the 1990s the impression was created that residents in need could miss out on the benefits of regeneration just because they lived outside areas ring fenced for support. This was clearly unfair, but on the other hand it is a reality that people in need do tend to be concentrated in certain neighbourhoods. Oldham has therefore been using the new flexibilities of the LAA to create a careful balance between these different approaches to targeting need. For instance, worklessness targets have been set for the wards that are suffering the greatest deprivation but a Borough target has also been set. This means that funding is used to support anyone who is workless irrespective of their address but that additional community engagement takes place in the target wards to ensure greater take up in those areas.

### **Involving the Community**

To deliver a transformation of the Borough in a way which achieves better community cohesion, the Oldham Beyond vision, strategy, programmes and projects must have a high degree of support amongst local people. The preparation of Oldham Beyond involved a comprehensive programme of public engagement, including very successful innovative activities designed to gain the attention of people who might not normally participate. An example was the inflatable “Thought Bubble” which “landed” at points across the Borough. Oldham Beyond received national and regional awards for the quality of its public involvement programme. We can be confident that the Oldham Beyond vision and strategy have a very high degree of support amongst the Borough’s residents and local and regional partners. We will be working hard to ensure that there is a similar level of community and stakeholder engagement in shaping the details of the proposals.

### **Playing Our Part in The North’s Most Dynamic City Region**

Greater Manchester generates 40% of the North West’s Gross Value Added (GVA), an estimated £40billion in 2004. It is the largest sub regional economy in the UK outside London and the South East. Greater Manchester experienced strong growth in the period 1998 to 2003 taking advantage of a number of factors which increased its competitiveness:

- A critical mass of highly skilled and specialist personnel;
- The proximity, concentration and quality of Higher Education Institutions;
- Availability of high quality business accommodation;
- A high degree of national and international connectivity afforded by Manchester Airport and the rail/road network;
- A growing reputation for entrepreneurialism;
- World class sporting and cultural facilities;
- A growing Creative Industries Sector which will be further strengthened by BBC relocation to Salford Quays and the creation of Mediacity:UK;
- Manchester’s designation as Science City which brings with it continued expansion and exploitation of high value ideas is crucial to the growth of the regional economy;

- The highest performing research & teaching institutions outside the Golden Triangle of Oxford, Cambridge and London, with a student population of 100,000;
- The North's greatest concentrations of high value activity in key sectors;
- *Largest and fastest growing centre for Financial, Professional and Legal services outside of London;*
- Strong Civic Leadership.

The vision set out in the sub region's Economic Development Plan is that by 2025 the Manchester City Region will be:

- one of Europe's premier city regions; at the forefront of the knowledge economy with outstanding commercial, cultural and creative industries;
- world class; successfully competing internationally for investment, jobs and visitors;
- an area where all people have the opportunity to participate in, and benefit from, the investment and development of their city-region;
- an area known for, and distinguished by, the quality of life enjoyed by its residents; and
- an area with GVA levels to match those of London and the South East.

To realise this vision Greater Manchester has set ambitious but achievable targets for accelerated growth.

Average annual growth within Manchester is projected to be 2.8% between 2006 and 2021 whilst the UK average is forecast to stand at 2.6%. Under this accelerated growth scenario GVA per capita within Manchester would increase to £23,192 per annum by 2021 whilst that of the UK would rise to £22,941.

To deliver this growth, actions across Greater Manchester are planned under ten "Priorities"

- Innovation;
- Delivering a carbon efficient economy;
- Tackling worklessness;
- Meeting employers skills needs;
- Fostering more entrepreneurialism;
- Expanding Gateways to the region;
- Completing an integrated urban transport system;
- Provided critical utilities infrastructure to support economic growth;

- Housing development to support economic growth;
- Reducing disparities.

The last of these Priorities recognises that there are marked differences in economic performance and prosperity within the sub region. As a generalisation the districts in the North of the conurbation, including Oldham, have been experiencing lower GVA growth and private sector investment than those in the South or the Regional Centre. They tend to have lower rates of business formation and survival, higher levels of unemployment, and poorer quality housing.

The intention of the Greater Manchester authorities is to close this gap by accelerating the process of regeneration in the northern districts, and thereby strengthen the whole of the city region.

Being a part of the dynamic Manchester City Region economy can be an enormous advantage to the Borough of Oldham but we must make sure that we seize the opportunities. This has two interrelated aspects:

- taking advantage of the nearby job and business opportunities. The Regional Centre<sup>2</sup> is projected to be the main focus for economic growth in the North West and to gain between 70,000 and 120,000 jobs during 2007 to 2022, particularly in the financial and professional services. Large, new economic development sites are under development at Central Business Park in East Manchester, Kingsway in Rochdale, and Ashton Moss in Tameside. All these are on our doorstep. The Borough's residents must have the skills to enable them to access jobs across the sub regional labour market. The Borough's companies must be able to compete for the business opportunities. The planned transport developments within the city region are crucial to achieving this increased participation in the sub regional economy, particularly in view of the fact that the area has recently been experiencing the most rapid increases in congestion anywhere in the UK. The Phase 3 Metrolink Extension will link some of the Borough's most deprived communities, and many of its key business areas such as Oldham Town Centre and Hollinwood, to the Regional Centre, Central Business Park and Kingsway;
- strengthening the Borough's economy. It is certainly not the case that the Borough should simply rely upon the growth of the rest of the city region economy. Oldham is

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<sup>2</sup> The Regional Centre of the Manchester City Region comprises Manchester City Centre; Ancoats and Central Park to the east; the Higher Education Precinct and Central Manchester Hospitals to the south; and Salford University, Salford Quays, Trafford Wharfside and Pomona Docks to the west

also well positioned between Manchester and Leeds and therefore can play a key role in the aspirations of the Northern Way. Oldham's own economic base must be transformed so that the Borough makes a strong contribution to the prosperity of the city region. It is the acceleration of growth in the parts of the city region which are currently lagging that will help to drive the whole of Greater Manchester forward. To achieve this, local companies must be able to compete effectively, where necessary on a global stage. A move to higher skilled, higher waged employment is required. This requires action on many fronts – for instance, better sites and premises, modernised infrastructure, and higher levels of skills and business expertise.

This Borough's approach to addressing these issues is set out in full in the Economic and Enterprise Strategy. The Strategy has a sharp focus upon supporting the growth of GVA. We have a larger than average manufacturing sector in the Borough (25% of GVA) which is projected to undergo major restructuring during the next 10 years. This process will require careful management. It will be important to provide suitable land and premises for both new types of manufacturing and also for other growth sectors. It will also require local people and businesses to acquire new skills. The creation of an aspirational, highly skilled workforce is a crucial part of achieving both a cohesive and a prosperous Borough.

In some cases we will be working jointly with Rochdale through the Oldham and Rochdale Economic and Skills Alliance (ORESAs). Collaboration with organisations across the sub region is secured through the Greater Manchester Action Plan, co-ordinated by Manchester Enterprises.

### **Pursuing Quality – A Place of Choice**

The Borough is a place of great contrasts. In the eastern part, attractive villages sit within some of the finest scenery in the region. Over 50% of the Borough is in the Green belt and 22% of the Borough is within the boundaries of the beautiful Peak Park. However, other parts, particularly the inner areas, still suffer from the legacy left by rapid urbanisation in the nineteenth century. Here poor housing and outdated business premises contribute to an unsatisfactory environment. We need to enhance the Borough's existing assets and transform the areas in need of regeneration so that the whole Borough becomes a place where people are keen to live and to set up businesses. This is vital if we are to retain and attract the talented people who will be essential to the future success of the Borough.

By comparison with other districts in Greater Manchester, the Borough of Oldham has a limited supply of developable land. Much of the land in the east of the Borough is unsuitable for development because of its topography and landscape value – indeed some of this area is in the Peak District National Park. Much of the west and centre of the Borough was originally developed at high densities. There are less green spaces here, and they are often a precious asset to the local area.

Our approach is therefore to combine significant “recycling” of previously developed land with some additional land take. The way we are managing land needed for housing illustrates the point that we intend to put issues of quality first. The Borough’s housing stock is inadequate both in terms of its condition and the mix of house types. Housing Market Renewal involves replacing some of the Borough’s very high numbers of small terraced houses. Even though the new development includes high density schemes, the overall density of the new housing is only about 60% of that in the closely packed terraced streets. The consequence is that over the period to 2021 approximately half of the land which can be made available for housing will be needed for homes which replace those demolished. The combination of a limited land supply, and the land needs generated by the process of replacement means that the Borough is not able to accommodate the same level of housing growth as comparable districts in Greater Manchester. In effect, the strategy for Oldham is to place the emphasis on pursuing higher housing quality, with the level of quantitative growth being determined in that context. The Regional Spatial Strategy has endorsed this approach. This strategy has been developed in collaboration with the other Greater Manchester districts, and it needs to be borne in mind that very large numbers of additional homes are planned for East Manchester over the period to 2021.

Similarly, because of our focus on encouraging higher skilled and higher waged employment which increases the Borough’s GVA, we are intending to reserve our premier sites, such as at Hollinwood, for these types of uses. This may mean that development happens more slowly, but we must use our limited supply of land very carefully, in line with our strategy to improve the economy and image of the Borough.

Increasingly, agencies in the Oldham Partnership are seeking to co-locate their services within new purpose built premises. One example is in Chadderton District Centre where new health services, Police, and leisure facilities are being placed together. This has multiple benefits including:

- a more customer focused service which provides a range of important services together in one accessible location;
- a stronger focal point for local communities;
- combined investment to create a better quality and range of local facilities;
- best use of limited land supplies.

Environmental quality makes a vital contribution to the overall quality of a place and people’s sense of well being. Well designed and accessible greenspace will form an integral part of a transformed Borough. Greenspace is most effective when its component parts, such as local parks, school playing fields, river valleys and open countryside, are integrated into linked networks with connections into all parts of the Borough.

## **Pride of Place**

The Borough of Oldham includes many distinct areas and communities. They are a source of strength to the Borough and the city region. Our approach to regeneration is intermeshed with our approach to community cohesion. We believe that:

- the benefits of regeneration must reach all parts of the Borough;
- local distinctiveness should be celebrated and a sense of local pride encouraged. The conservation of key aspects of our heritage will play an important part in achieving this objective;
- local pride can be combined with identification with the Borough as a whole, the Greater Manchester area, or a traditional county area. People can, and probably should, feel a sense of belonging on many different levels;
- the creation of “common ground” places where people can easily mingle and interact will have a very positive effect.

## **Meeting our Wider Responsibilities**

The Oldham Beyond vision is one of a sustainable Borough. The Oldham Partnership recognises its global responsibilities and its duties to future generations. The concept of sustainable development involves an approach which integrates the pursuit of economic prosperity shared by all, with social inclusion and cohesion, and environmental protection.

The most pressing global issue is the mitigation of climate change. All the districts of Greater Manchester are committed to moving towards a low carbon society. Oldham Beyond is based upon the same commitment. This Implementation Plan will therefore include actions to:

- locate developments so that people’s need to travel is minimised and more sustainable forms of transport are encouraged;
- improve the quality of the more sustainable forms of transport, including walking and cycling routes, and bus services and facilities. Implementation of the Metrolink extension through the Borough and Oldham Town Centre is central to these plans;

- promote new housing, public sector and commercial developments which have very high standards of energy efficiency and which generate energy from renewable sources on site. We will also conserve and improve existing buildings where appropriate, particularly ones of heritage value. This means that we will continue to use the finite resources “embedded” in these buildings;
- encourage businesses which generate wealth by using clean technologies and realising the opportunities provided by the rapidly expanding market for environmental goods and services.

## THE SPATIAL STRATEGY

The Oldham Beyond Vision and the Principles set out earlier have led us to a focused spatial strategy which guides physical regeneration investment. This fits with the spatial strategy defined in the Manchester City Region Spatial Strategy and is entirely consistent with the Borough's Unitary Development Plan and the emerging Local Development Framework which will eventually supersede it.

Our strategy is to:

- ensure that Oldham Town Centre and the Borough's local town centres are focal points for regeneration activity. These are the hearts of our communities. They provide retail, community, leisure, employment and housing opportunities. By combining a range of facilities in shared premises, and promoting higher density developments, we can maximise the accessibility of services, especially to our most deprived communities; reduce people's need to travel; make fullest use of public transport; and ensure that best use is made of the Borough's limited supply of developable land. Oldham Town Centre is a particularly important focus for the Borough's regeneration. The spatial strategies for the North West region and the Manchester City Region emphasise the importance of town centres within the city region as places where growth should be encouraged. These strategies require employment growth to be promoted here, and housing development to take place primarily in the inner areas which surround Oldham Town centre. This approach fits precisely with the Oldham Beyond Vision which describes the Town Centre as "the economic heart of the Borough, a major centre for employment and wealth creation, as well as creating the image and "shop front" of the Borough". The idea of strengthening the role of the inner areas as residential locations is exactly what the Housing Market Renewal Pathfinder is intended to achieve;
- encourage higher density development within the main public transport corridors and close to Metrolink stations. The work of the Greater Manchester Transport Corridor Partnerships will assist in this;
- improve the quality of development and the environment at "Gateway" points where public transport corridors enter the Borough and enter Oldham Town centre and local town centres;

- favour the use of previously developed land for new development so the existing urban area is regenerated and the need to use “greenfield” land is minimised;
- achieve a carefully managed transition in the pattern of land use in the Borough. The amount of land, and type of sites and premises needed by the emerging economy are very different from those which the traditional manufacturing industries needed. As a generalisation, the economy’s land requirements are reducing as the “Knowledge Economy” becomes more significant. The financial and professional, creative, advanced manufacturing and logistics sectors all have distinct locational requirements. There will be a need to cater for these, and our plans for the new Hollinwood and Mumps Business Areas, and the Chadderton Technology Park reflect this. There will also be the opportunity to release some former employment land for other uses, particularly for housing. Housing is the use which will generate the greatest pressure to identify developable land over the period of this plan and beyond;
- create neighbourhoods that support sustainable communities. These areas must have easy access to local shopping, services and community facilities. Careful design of residential areas can help to reduce crime and anti social behaviour, improve health, and reduce danger from traffic. Enhancing the quality of life in these areas involves physical change to create attractive and useable streets and green spaces, but can only be successful if combined with good neighbourhood management and the active support of residents;
- recognise the importance of the rural areas of the Borough and the settlements within them. These are a tremendous asset to the Borough, contributing to the quality of life enjoyed by all the Borough’s residents. Development here must be appropriate in scale and design. It must be complementary to the main spatial emphasis of development described above;
- collaborate with sub regional partners. It is important that the districts of the city region make complementary plans. This is being assured through joint spatial planning and economic policy development across Greater Manchester. Developments will be taking place in the adjoining districts which can have great benefits to this Borough. To a degree these will compensate for our shortage of developable land. The employment sites at Central Business Park in Manchester, Kingsway in Rochdale, and Ashton Moss In Tameside are intended to meet the needs of the new economy. The large increase in employment projected for the Regional Centre will also be of great benefit to the whole of the sub regional economy. The Borough must offer a choice of high quality housing, attractive to people who work in other districts. It must also have a high quality, sustainable transport infrastructure which links homes with jobs.



# **Oldham Beyond Implementation Plan 2008-2009**

**June 2008**

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**Oldham Beyond Implementation Plan 2008-2013 :  
Economic Prosperity**

**Key Outcomes/Indicators:**

Attracting investment to create quality modern floor space and new jobs (LAA Outcome)

- Creation of 27,000 sq. m of quality floor space resulting in 885 new jobs (LAA target 2006/07-2008/09) (Local Indicator)
- Creation of business growth and employment opportunities (Citizens Plan)
- Overall employment rate (NI 151)
- VAT registration rate (NI 171)
- Number of people employed per growth sector (Local Indicator)

Key Corporate Project				
Ref	Name & Summary	Milestones	Risks	Contact
1.	<p><b>Hollinwood Business District</b> - Development of sub-regional business space around Junction 22 of the M60</p> <ul style="list-style-type: none"> <li>• 'Hollinwood Bowl' Area: c.27,400 sq m of prime office space; parkland and water feature; gateway, public art</li> <li>• 'Hollinwood Basin' Area: c.19,900 sq m of small office/workspace; c.140 residential units; c.2,300 sq m of supporting retail/leisure space</li> <li>• Pump Street Quadrant: a hotel; c.12,000 sq m of small office space</li> <li>• Hollinwood Metrolink Station</li> <li>• Byron Street Site: 108 residential units</li> </ul>	<p>Sign Strategic Partnering Agreement with Langtrees. Planning application submitted for Lime Mill site</p>	<p>Economic downturn</p>	<p>Cath Conroy  <a href="mailto:cath.conroy@oldham.gov.uk">cath.conroy@oldham.gov.uk</a>            0161 770 4424</p>

Key Corporate Project				
Ref	Name & Summary	Milestones	Risks	Contact
2.	<p><b>Mumps</b> - Development of in-town business space and homes</p> <ul style="list-style-type: none"> <li>• Horsedge Street, Regent Street and First Bus Areas: c.675 residential units; parkland; Mumps Metrolink Station; c.3,465 sq m of retail space; c.11,000 sq m of office space; the 'Golden Road'</li> <li>• Monlycke Area: c.21,200 sq m of office space</li> <li>• Hamilton Street and Southlink Areas: c.26,540 sq m of small office space and live-work space; c.90 residential units</li> <li>• Rhodes Bank Area: c.260 residential units; c.32,100 sq m of high-quality office space and live-work space, targeted at the creative industries; c.1,200 sq m of retail space</li> <li>• Bow Street Area: 32 residential units and 279 sq m of retail space on the Victory Cinema site; 30 residential units and 171 sq m of retail space on the Conservative Club site</li> <li>• Gravel Walks Area: 929 sq m of office space and 10 residential units in Windsor Works</li> </ul>	<p>Consultation to be extended to include more people inc presentations to community councils and connected consultation on Town Centre Developer Partnering.</p>		<p>John Studholme  <a href="mailto:john.studholme@oldham.gov.uk">john.studholme@oldham.gov.uk</a>            0161 770 4167</p>
3.	<p><b>Chadderton Technology Park</b> - Development of high-technology business space off Lansdowne Road</p> <ul style="list-style-type: none"> <li>• 'Technology Heart' Area: c.4ha of space for large high-tech companies; 3,000 sq m Innovation Centre; 6,205 sq m, new Waste and Recycling Transfer Station; workshop space; a 'Green Spine'</li> <li>• Featherstall Road South Area: Freehold Metrolink Station; office and workshop space; residential units; new public spaces</li> <li>• Stockfield Road Area: residential units; retail space</li> </ul>	<p>Dissemination of Master Plan and awareness raising amongst wider stakeholder group. Stakeholder briefing and consultation. Action/Implementation plan prepared and priorities identified.</p>	<p>Competition across the sub-region. Acquisitions delayed.</p>	<p>Paul White  <a href="mailto:paul.white@oldham.gov.uk">paul.white@oldham.gov.uk</a>            0161 770 4005</p>

Key Corporate Project				
Ref	Name & Summary	Milestones	Risks	Contact
4.	<p><b>Oldham Broadway Business Park</b> - Development of sub-regional business space off Broadway</p> <ul style="list-style-type: none"> <li>Plot 11: 5,481 sq m business centre</li> <li>Plot 15/16: 17,001 sq m of industrial space and 3,809 sq m of industrial space</li> </ul>	<p>59,000 sq ft business centre scheme on Plot 11 (anticipated comp. - mid 2008)</p> <p>183,000 sq ft industrial scheme (anticipated comp. - mid 2008) and</p> <p>41,000 sq ft industrial scheme (anticipated comp. - mid 2009) on Plot 15/16</p>		<p>John Mitchell  <a href="mailto:john.mitchell@oldham.gov.uk">john.mitchell@oldham.gov.uk</a>            0161 770 4003</p>
5.	<p><b>Salmon Fields Business Park</b> - Development of modern business space off Salmon Fields</p> <p>The following development remains:</p> <ul style="list-style-type: none"> <li>Plateau 1: 6,503 sq m of manufacturing/industrial scheme</li> </ul>	<p>Construction of development on Plateau 1 commences</p>	<p>Company fails to commence the development</p>	<p>John Mitchell  <a href="mailto:john.mitchell@oldham.gov.uk">john.mitchell@oldham.gov.uk</a>            0161 770 4003</p>
6.	<p><b>Satellite Park</b> - Development of modern business space on the BAe Systems Plant site</p> <ul style="list-style-type: none"> <li>Phase 1: Renovation of the 30,658 sq m warehouse and development of first-floor offices</li> <li>Phases 2 &amp; 3: 10,684 sq m manufacturing warehouse and trade counter units; 13,006 sq m office campus; 1,772 sq m health and fitness centre; 245 sq m of space for fast food outlets</li> </ul>	<p>Main warehouse unit occupied. Planning consent granted for next phase of the development. Construction of next phase commences</p>	<p>Economic downturn delays take up of development</p>	<p>Nigel Lax  <a href="mailto:nigel.lax@industrialsecurities.com">nigel.lax@industrialsecurities.com</a></p>

Key Corporate Project				
Ref	Name & Summary	Milestones	Risks	Contact
7.	<p><b>Oldham Town Centre Core</b> - Development of retail, leisure and cultural space</p> <ul style="list-style-type: none"> <li>• Tommyfield Area: family leisure development (including a new sports centre); new outdoor market</li> <li>• Old Town Hall Area: c.5,365 sq m, new Oldham Coliseum Theatre in the Old Town Hall</li> <li>• Cultural Quarter: New use within the Old Library; local history centre</li> <li>• Sainsbury's Area: Oldham Central Metrolink Station</li> <li>• Spindles Area: The 'Golden Road'</li> <li>• The 'Green Walk'</li> </ul>	<p>Town Centre Developer Partner procurement (autumn)</p> <p>Moving Tommyfield Outdoor Market on to the High Street, Curzon Street, and Albion Street (anticipated comp. - late 2008)</p>		<p>John Studholme  <a href="mailto:john.studholme@oldham.gov.uk">john.studholme@oldham.gov.uk</a>            0161 770 4167</p>
8.	<p><b>Alexandra Retail Park</b> - Regeneration of the retail space</p> <ul style="list-style-type: none"> <li>• New retail space</li> <li>• New use within Park Road Railway Warehouse</li> <li>• c.100 residential units</li> <li>• 'The Green Walk'</li> </ul>	<p>Procurement of development partner to undertake the refurbishment of the warehouse.</p>	<p>Fail to attract suitable developer</p>	<p>Cath Conroy  <a href="mailto:cath.conroy@oldham.gov.uk">cath.conroy@oldham.gov.uk</a>            0161 770 4424</p>
9.	<p><b>Oldham Athletic</b> - Regeneration of the Boundary Park stadium</p> <ul style="list-style-type: none"> <li>• North (currently New Start Mortgages) Stand: 5,200 seats; supporting retail space; conferencing/banqueting facilities; 4,645 sq m of lettable office space</li> <li>• West (currently Chadderton Road) Stand : 3,200 seats; hotel; supporting retail space</li> <li>• South (currently Horners) Stand: 3,000 seats; a health and fitness centre; supporting retail space</li> <li>• 693 residential and key-worker units</li> </ul>	<p>Demolition of one of the stands is undertaken prior to commencement of construction works. Revised planning application submitted.</p>	<p>Downturn in residential market delays/frustrates the development</p>	<p>Alan Hardy  <a href="mailto:alan.hardy@oldhamathletic.co.uk">alan.hardy@oldhamathletic.co.uk</a>            0871 226 2235</p>

Key Corporate Project				
Ref	Name & Summary	Milestones	Risks	Contact
10.	<p><b>West End</b> - Development of the higher and further education institutions in the 'West End' of Oldham Town Centre</p> <ul style="list-style-type: none"> <li>• Business Quarter: 1,858 sq m expansion of University Centre Oldham; 3,962 sq m of commercial office space on the Apple Car Clinic site; 126 residential units and 1,533 sq m of office/retail space on the Riley's site</li> <li>• Oldham College Area: New Oldham College campus</li> <li>• OSFC Area: c.4,645 sq m expansion of Oldham Sixth Form College for a Regional Science Centre; King Street Metrolink Station; King Square and St Patrick's Place; new Mecca bingo hall</li> <li>• Former Sainsbury's Area: hotel; residential units</li> <li>• Civic Centre Area: Integrated Care Centre (replacing Cannon Street &amp; Marjory Lees Health Centres); the 'Golden Road'</li> <li>• Police Station Area: new retail space; Age Concern Local Heritage Centre</li> </ul>	<p>20,000 sq ft specialist teaching facility for Uni. Centre Oldham on the former WH Smith Depot site on Longley Street (anticipated comp. - mid 2008).</p> <p>33,000 sq ft commercial office scheme on the former Apple Car Clinic site on King Street (anticipated comp. - early 2009).</p> <p>The Oldham College remodelling started on site early 2009. Funding secured for the Regional Academic Science Centre – early 2009</p>		<p>John Studholme  <a href="mailto:john.studholme@oldham.gov.uk">john.studholme@oldham.gov.uk</a>            0161 770 4167</p>

**Oldham Beyond Implementation Plan 2008-2013 :  
Economic Prosperity**

**Key Outcomes/Indicators:**

“Regeneration through Education”

- Raising the Education and attainment levels of our children and young people (Citizens Plan)
- Improving the skills of local people (Citizens Plan)

Key Corporate Project				
Ref	Name & Summary	Milestones	Risks	Contact
11.	<p><b><i>Building Schools for the Future</i></b> - Regeneration of secondary education facilities across the Borough</p> <ul style="list-style-type: none"> <li>• Development of: 3 academy schools in the west, east and north of the Borough (replacing Breezehill, Counthill, Grange, Kaskenmoor, South Chadderton Schools); a Roman Catholic School close to Oldham Town Centre; a new Saddleworth School; on-site sixth form provision at New Bridge School</li> <li>• Renovation of: Royton and Crompton School; Hathershaw School; North Chadderton School; Blue Coat School; Crompton House School</li> </ul>			<p>Alun Francis  <a href="mailto:alun.francis@oldham.gov.uk">alun.francis@oldham.gov.uk</a>                      0161 770 8720</p>
12.	<p><b><i>New Deal for Schools</i></b> - Regeneration of primary education facilities across the Borough</p> <ul style="list-style-type: none"> <li>• Development of: a new, joined Lyndhurst and Spring Brook School (completed); a new Royton Hall School</li> <li>• Renovation of: a merged Bare Trees Infant and Junior School (completed); a merged Werneth Infant and Junior School; a merged Coppice Infant and Junior School</li> </ul>			<p>Ron Gregory  <a href="mailto:ron.gregory@oldham.gov.uk">ron.gregory@oldham.gov.uk</a>                      0161 770 8732</p>
13.	<p><b><i>Primary Capital Programme</i></b> - Regeneration of primary education facilities across the Borough</p> <ul style="list-style-type: none"> <li>• Expansion of: Greenhill School; Beaver School</li> </ul>			<p>Ron Gregory  <a href="mailto:ron.gregory@oldham.gov.uk">ron.gregory@oldham.gov.uk</a>                      0161 770 8732</p>

**Oldham Beyond Implementation Plan 2008-2013 :  
Economic Prosperity**

**Key Outcomes/Indicators:**

- Per Capital CO2 emissions in the area (NI 186)
- *Adam developing key outcome wording for LAA*

Key Corporate Project				
Ref	Name & Summary	Milestones	Risks	Contact
14.	<p><b><i>Metrolink</i></b> - Development of Greater Manchester's light rail network into the Borough</p> <ul style="list-style-type: none"> <li>• Phase 3a: Along Oldham and Rochdale Loop Line with stations at: Failsworth; Hollinwood ('Park and Ride' facilities); South Chadderton; Freehold; Werneth; Mumps; Derker ('Park and Ride' facilities); Shaw and Crompton</li> <li>• Phase 3b: Through Oldham Town Centre with stations at: Westwood; King Street; Oldham Central</li> </ul>	LA's to commit to 3A by July 2008.	LA's choose not to commit.	<p>Don Wagstaff  <a href="mailto:don.wagstaff@oldham.gov.uk">don.wagstaff@oldham.gov.uk</a>            0161 770 4348</p>
15	<p><b><i>Quality Bus Corridor</i></b> – Development of bus priority lanes across the Borough</p> <ul style="list-style-type: none"> <li>• Lees Road</li> </ul>			<p>Ken Mistry  <a href="mailto:ken.mistry@oldham.gov.uk">ken.mistry@oldham.gov.uk</a>            0161 770 4429</p>
16	<p><b><i>Minor Highway Improvements</i></b> – Improvements to minor highways across the Borough</p> <ul style="list-style-type: none"> <li>• Pedestrian crossings; small junction improvements; traffic calming measures</li> </ul>			<p>Joanne Betts  <a href="mailto:joanne.betts@oldham.gov.uk">joanne.betts@oldham.gov.uk</a>            0161 770 4346</p>

Key Corporate Project				
Ref	Name & Summary	Milestones	Risks	Contact
17	<p><b>Transport Asset Management</b> – Maintenance of the Borough’s highway and transport infrastructure</p> <ul style="list-style-type: none"> <li>Highway retaining wall reconstruction; bridge and structures strengthening; road carriageway and footway maintenance; street lighting</li> </ul>	<p>To be fixing street lighting on highway by the end of 2008 under the street lighting PFI initiative. Retaining wall bid to be submitted to Government by the end of April 2008.</p>	<p>Risk to PFI initiative if the affordability gap is too great. Risk will be mitigated by ensuring that the affordability gap is kept to the original estimates. DfT may not approve the retaining wall bid. Risk is being mitigated by liaising with DfT and providing information that will result in a successful bid.</p>	<p>Tony Noblet  <a href="mailto:tony.noblet@oldham.gov.uk">tony.noblet@oldham.gov.uk</a>            0161 770 4301</p>
18	<p><b>Local Safety Schemes</b> – Delivery of highway safety measures across the Borough</p>	<p>Delivery of an agreed programme of Local Safety Schemes, which aims to reduce the number of road casualties, by 31st March 2008</p>	<p>Scarcity of specialist staff resources within the Unity Partnership. Time consuming statutory procedures for some schemes, risk of which will be mitigated by identifying reserve schemes where possible.</p>	<p>David Benning  <a href="mailto:david.benning@unitypartnership.com">david.benning@unitypartnership.com</a>            0161 770 4381</p>

Key Corporate Project				
Ref	Name & Summary	Milestones	Risks	Contact
19	<b>School Safety Zones</b> – Delivery of safety measures on highways close to schools across the Borough	Delivery of a further 2 School Safety Zones by 31st March 2008.	Scarcity of specialist staff resources within the Unity Partnership. Time consuming statutory procedures for some schemes, risk of which will be mitigated by identifying reserve schemes where possible	David Benning <a href="mailto:david.benning@unitypartnership.com">david.benning@unitypartnership.com</a> 0161 770 4381

Key Corporate Project				
Ref	Name & Summary	Milestones	Risks	Contact
20.	<p><b>Oldham Cycle Network</b> - Development of Oldham's cycle network across the Borough</p> <ul style="list-style-type: none"> <li>• Connect 2: Oldham to Tameside cycle route; Oldham to Rochdale cycle route</li> <li>• Links to Schools: Oldham to Rochdale Canal National Cycle Network route</li> </ul>	<p>To obtain planning permission for the reserve Connect 2 cycle scheme at Park Bridge by February 2009.</p> <p>To secure funding from a number of sources for the National Cycle Network link between Oldham and the Rochdale Canal.</p>	<p>Not gaining planning permission for the Connect 2 cycle scheme at Park Bridge. Risk will be mitigated by considering alternative design solutions.</p> <p>Insufficient resources available to secure match funding. If funding not secured in 2008/09 the scheme will be delayed as opposed to abandoned.</p>	<p>Paul Bruffell  <a href="mailto:paul.bruffell@oldham.gov.uk">paul.bruffell@oldham.gov.uk</a>            0161 770 4360</p>
21.	<p><b>Corridors and Gateways</b> - Regeneration of the main corridors through, and gateways to, the Borough</p> <ul style="list-style-type: none"> <li>• Phase 1: A62 (completed)</li> <li>• Phase 2: A627 (completed); A672</li> </ul>	<p>Completion of Corridors and Gateways Phase 2 project.</p>		<p>Imogen Fuller  <a href="mailto:imogen.fuller@oldham.gov.uk">imogen.fuller@oldham.gov.uk</a>            0161 770 4165</p>

**Oldham Beyond Implementation Plan 2008-2013 :  
Health and Wellbeing**

**Key Outcomes/Indicators:**

- Promote better health (Citizens Plan)
- Children and Young People's participation in high quality PE and Sport (NI 57)
- Adult participation in physical activity (Local Indicators)
- Provision of services that represent value (Local Indicator)
- Council will reduce its reliance on space and accommodation by 25% (Local Indicator)
- Additional homes provided (Local Indicator)
- Modern floorspace and jobs (Local Indicator)

Key Corporate Project				
Ref	Name & Summary	Milestones	Risks	Contact
32.	<p><b>Local Improvement Finance Trust</b> - Regeneration of community-based health and well-being facilities across the Borough</p> <ul style="list-style-type: none"> <li>• Phase 1: Glodwick Primary Care Centre (completed); Moorside Medical Centre (completed); Oldham Town Centre Integrated Care Centre</li> <li>• Phase 2: Royton Health and Well-Being Centre; Werneth Primary Care Centre; Shaw and Crompton Health and Well-Being Centre</li> <li>• Phase 3: Chadderton Health and Well-Being Centre; Hathershaw and Fitton Hill; Saddleworth</li> </ul>			<p>John Wareing  <a href="mailto:john.wareing@nhs.net">john.wareing@nhs.net</a>            0161 621 5925</p>
33.	<p><b>Christie Centre</b> - Development of a 7,678 sq m radiotherapy centre at Royal Oldham Hospital</p>			<p>John Wilkes  <a href="mailto:john.wilkes@nhs.net">john.wilkes@nhs.net</a></p>
34.	<p><b>Children's Centres</b> - Development of locally-based resource facilities for children under 5 years old and their families in every ward</p>			<p>Gail Cassidy  <a href="mailto:gail.cassidy@oldham.gov.uk">gail.cassidy@oldham.gov.uk</a>            0161 770 4312</p>
35.	<p><b>Social Care Facilities</b> - Regeneration of social care facilities across the Borough</p> <ul style="list-style-type: none"> <li>• Renovation of children's homes at 43 and 45 Netherhey Street</li> </ul>			<p>Clare Fish  <a href="mailto:clare.fish@oldham.gov.uk">clare.fish@oldham.gov.uk</a>            0161 770 4778</p>

Key Corporate Project				
Ref	Name & Summary	Milestones	Risks	Contact
36	<b>Age Concern Centre</b> - Development of a Local Heritage Centre within the Old Methodist Chapel			
37.	<b>Threshold Project</b> - Development of a c.813 sq m resource facility for homeless people in Oldham Town Centre			Mark Reynolds <a href="mailto:mark.reynolds@oldham.gov.uk">mark.reynolds@oldham.gov.uk</a> 0161 770 5147
38.	<b>Leisure Facilities</b> - Regeneration of leisure facilities across the Borough <ul style="list-style-type: none"> <li>• Royton Health and Well-Being Centre; Shaw and Crompton Health and Well-Being Centre; Chadderton Health and Well-Being Centre; Fitton Hill Neighbourhood Centre; Lees Library; Failsworth Community Centre</li> </ul>			Ian Hughes <a href="mailto:ian.hughes@oldham.gov.uk">ian.hughes@oldham.gov.uk</a> 0161 770 3301
39.	<b>Oldham Lads and Girls Club</b> - Development of a youth facility to serve the whole Borough in Oldham Town Centre			Janet Donaldson <a href="mailto:janet.donaldson@oldham.gov.uk">janet.donaldson@oldham.gov.uk</a> 0161 770 4200
40.	<b>Werneth Park Music Rooms</b> - Regeneration of the community facility <ul style="list-style-type: none"> <li>• New, community use within Werneth Park Music Rooms</li> <li>• Renovation of Werneth Park</li> </ul>	Submit Heritage Lottery Fund grant application (Apr 08). Secure planning/ permission and listed building consent for refurbishment scheme (July 08)	Planning permission and listed building consent refused	Nick Andrews <a href="mailto:nick.andrews@oldham.gov.uk">nick.andrews@oldham.gov.uk</a> 0161 770 5143
41.	<b>Sports Facilities</b> - Regeneration of sports facilities in each area of the Borough <ul style="list-style-type: none"> <li>• Royton Health and Well-Being Centre; Chadderton Health and Well-Being Centre; Fitton Hill Sports Zone; Saddleworth Swimming Pool</li> </ul>			Ian Hughes <a href="mailto:ian.hughes@oldham.gov.uk">ian.hughes@oldham.gov.uk</a> 0161 770 3301
42.	<b>FA Pilot</b> - Regeneration of football and associated sports facilities across the Borough <ul style="list-style-type: none"> <li>• Clayton Playing Fields; Churchill Playing Fields</li> </ul>			Ian Hughes <a href="mailto:ian.hughes@oldham.gov.uk">ian.hughes@oldham.gov.uk</a> 0161 770 3301

Key Corporate Project				
Ref	Name & Summary	Milestones	Risks	Contact
43.	<b>Robert Fletcher Mill</b> - Development of a recreational visitor attraction			Via John Mitchell <a href="mailto:john.mitchell@oldham.gov.uk">john.mitchell@oldham.gov.uk</a> 0161 770 4003
44.	<b>Peak District Northern Gateways</b> - Regeneration of recreational facilities in the Borough that are within and close to the Peak District National Park  <ul style="list-style-type: none"> <li>• Renovation of Brownhills Countryside Centre</li> <li>• Development of the Northern Gateway Trail through: Uppermill; Diggle; Greenfield</li> </ul>			Liz Kershaw  <a href="mailto:liz.kershaw@oldham.gov.uk">liz.kershaw@oldham.gov.uk</a>  0161 770 4168
45.	<b>Waterway Regeneration</b> - Regeneration of the Huddersfield Narrow and Rochdale Canals <ul style="list-style-type: none"> <li>• Huddersfield Narrow Canal (some works completed)</li> <li>• Rochdale Canal (some works completed)</li> </ul>			Simon Papprell <a href="mailto:simon.papprell@oldham.gov.uk">simon.papprell@oldham.gov.uk</a> 0161 770 5163
46.	<b>Parks and Open Spaces</b> - Regeneration of parks and open spaces across the Borough  <ul style="list-style-type: none"> <li>• Dunwood Park</li> <li>• Green 'O'</li> </ul>			Keith Bennell <a href="mailto:keith.bennell@oldham.gov.uk">keith.bennell@oldham.gov.uk</a> 0161 770 4088

Key Corporate Project				
Ref	Name & Summary	Milestones	Risks	Contact
47.	<p><b><i>Pennine Edge Forest</i></b> - Regeneration of community woodland across the Borough</p> <ul style="list-style-type: none"> <li>• Certification to FSC standard of 20 Council-owned woodlands</li> <li>• Pennine Edge Forest Trail</li> <li>• Moston Brook Green Corridor</li> <li>• Leesbrook Nature Park (some works completed)</li> <li>• Oldham Edge (some works completed)</li> </ul>	<p>25 OMBC woodlands certified to FSC standard</p> <p>Receipt and publicity of Certificate;</p> <p>Community consultation and engagement event – Leesbrook Fun Day 13<sup>th</sup> July 2008</p> <p>25 OMBC;</p> <p>Development of Moston Brook Green Corridor delivery plan</p>	<p>Standard not met &amp; Certificate not received; Poor weather conditions</p>	<p>Liz Kershaw</p> <p><a href="mailto:liz.Kershaw@oldham.gov.uk">liz.Kershaw@oldham.gov.uk</a></p> <p>0161 770 4168</p>
48.	<p><b><i>Play and Free-Time Facilities</i></b> - Regeneration of play facilities based on nature and the outdoors across the Borough</p> <ul style="list-style-type: none"> <li>• Daisy Nook Country Park; Bankfield Clough; Tandle Hill Country Park; Irk Valley; Leesbrook; Medlock Valley; Crompton Moor</li> </ul>			<p>Keith Bennell</p> <p><a href="mailto:keith.bennell@oldham.gov.uk">keith.bennell@oldham.gov.uk</a></p> <p>0161 770 4088</p>

Key Corporate Project				
Ref	Name & Summary	Milestones	Risks	Contact
49.	<p><b>Chadderton Local District Centre</b> - Regeneration of local amenities</p> <ul style="list-style-type: none"> <li>• Health and Well-Being Centre</li> <li>• New uses within: the Old Police Station; the Old Library; the Old Swimming Pool</li> <li>• Renovation of Chadderton Mall</li> <li>• New outdoor market</li> </ul>	<p>Construction of Well-Being Centre commences on site Apr. 08.</p> <p>Feasibility study for the Chadderton Conservation Area comp. Apr. 08.</p> <p>Produce development brief for the redevelopment of key buildings in the Chadderton Conservation Area by Dec. 08.</p> <p>Advertise development opportunity Mar. 09.</p>	<p>Delays caused by abnormal ground conditions.</p> <p>Delayed due to consultant not meeting brief timescales.</p> <p>Unable to reach agreement with partners on the content of the brief.</p>	<p>Ruth Billingham  <a href="mailto:ruth.billingham@oldham.gov.uk">ruth.billingham@oldham.gov.uk</a>            0161 770 4975</p>
50.	<p><b>Failsworth Local District Centre</b> - Regeneration of local amenities</p> <ul style="list-style-type: none"> <li>• Phase 1: new primary care centre (completed); supermarket (completed); 63 residential units (completed)</li> <li>• Phase 2: 1,125 sq m of new space for local retailers; well-being centre; 150 residential units</li> <li>• New use within the Old Town Hall</li> </ul>	<p>Planning consent granted for mixed use development on North Bank to include 150 apartments and shops.</p> <p>Construction of new Community centre commences</p>	<p>Lack of residential demand fails to generate sufficient funds to fund new community centre</p>	<p>John Mitchell  <a href="mailto:john.mitchell@oldham.gov.uk">john.mitchell@oldham.gov.uk</a>            0161 770 4003</p>

Key Corporate Project				
Ref	Name & Summary	Milestones	Risks	Contact
51.	<p><b>Greenfield</b> - Regeneration of local amenities</p> <ul style="list-style-type: none"> <li>• Marina with public house/restaurant; 2,323 sq m Tesco supermarket; 1,254 sq m of industrial space; 57 residential units</li> <li>• Renovation of Train Station</li> <li>• Health centre</li> </ul>	<p>External and internal renovation of Greenfield Station on Shaw Hall Bank Road (anticipated completion - mid 2008) Construction of new Tesco store commences</p>	<p>Economic downturn causes retailer to delay development</p>	<p>John Mitchell <a href="mailto:john.mitchell@oldham.gov.uk">john.mitchell@oldham.gov.uk</a> 0161 770 4003</p>
52.	<p><b>Huddersfield Road Local District Centre</b> - Regeneration of local amenities</p> <ul style="list-style-type: none"> <li>• 8,713 sq m, new Tesco supermarket; 7 retail units</li> <li>• Renovation of Greenacres Primary School's playing field and some of its classrooms; adventure play facility</li> <li>• Renovation of the retail parade</li> <li>• A62 improvements</li> </ul>	<p>Work commences on new retail store to be occupied by Tesco. Work to improve classrooms is undertaken.</p>	<p>Planning consent for amendment of planning conditions is refused thus preventing the development going ahead</p>	<p>Cath Conroy <a href="mailto:cath.conroy@oldham.gov.uk">cath.conroy@oldham.gov.uk</a> 0161 770 4424</p>
53	<p><b>Lees Local District Centre</b> - Regeneration of local amenities</p> <ul style="list-style-type: none"> <li>• Renovation and extension to Lees Library</li> </ul>	<p>Complete Project Management Pro Forma for Lees District Centre Master Plan exercise (Nov 08).</p>	<p>Lack of resources/ low priority</p>	<p>Nick Andrews <a href="mailto:nick.andrews@oldham.gov.uk">nick.andrews@oldham.gov.uk</a> 0161 770 5143</p>

Key Corporate Project				
Ref	Name & Summary	Milestones	Risks	Contact
54.	<p><b>Royton Local District Centre</b> - Regeneration of local amenities</p> <ul style="list-style-type: none"> <li>• New, function/banqueting use within Royton Assembly Hall</li> <li>• Health and Well-Being Centre</li> </ul>	Health and Well-Being Centre. Royton Town Centre Master Plan: Prepare and consult on options for Town Centre (Sept 08). Prepare draft master plan for consultation (Feb 09).	Lack of resources.	Nick Andrews <a href="mailto:nick.andrews@oldham.gov.uk">nick.andrews@oldham.gov.uk</a> 0161 770 5143
55.	<p><b>Shaw and Crompton Local District Centre</b> - Regeneration of local amenities</p> <ul style="list-style-type: none"> <li>• Health and Well-Being Centre</li> <li>• Shaw and Crompton Metrolink Station</li> <li>• Environmental improvements</li> </ul>	Shaw District Centre Master Plan – prepare and consult on options for Town Centre (July 08). Prepare draft master plan for consultation (Jan 09).	Lack of resources.	Nick Andrews <a href="mailto:nick.andrews@oldham.gov.uk">nick.andrews@oldham.gov.uk</a> 0161 770 5143
56.	<p><b>Uppermill Local District Centre</b> - Regeneration of local amenities</p> <ul style="list-style-type: none"> <li>• Extension of the sports facilities at Saddleworth Swimming Pool</li> </ul>	Complete Project Management Pro Forma for Uppermill District Centre Master Plan exercise (Feb 09).	Lack of resources/ low priority	Nick Andrews <a href="mailto:nick.andrews@oldham.gov.uk">nick.andrews@oldham.gov.uk</a> 0161 770 5143

**Oldham Beyond Implementation Plan 2008-2013 :  
Safe and Strong Communities**

**Key Outcomes/Indicators:**

- A balanced housing market offering quality and choice for all (LAA outcome)
- Creation of strong communities (Citizens Plan)
- X% of Oldham Citizens will be generally satisfied with their local area (NI 5)
- Additional homes provided (Local Indicator)
- Energy efficient homes (Local Indicator)
- X dwellings (public and private sector ) that are returned into occupation as a result of LA action (LAA 25d)
- X more affordable homes will be delivered (NI 155)

Key Corporate Project				
Ref	Name & Summary	Milestones	Risks	Contact
22.	<p><b>Housing Market Renewal</b> - Regeneration of homes and neighbourhoods across parts of the Borough</p> <ul style="list-style-type: none"> <li>• Derker; Werneth/Freehold; Coppice (completed); St Mary's</li> <li>• Interventions in: Hathershaw; Fitton Hill; Alt; Sholver; Primrose Bank Estate; Clarkwell Estate</li> </ul>	<p>73 homes on the former Granville Mill site on Vulcan St in Derker (anticipated comp. - mid 2008)</p> <p>22 homes and a supported care leavers' centre on the Norfolk/Devon St site in Werneth/ Freehold (anticipated comp. - mid 2008)</p> <p>63 homes on the Suthers St site in Werneth/ Freehold (anticipated comp. - mid 2008)</p>	<p>Cooling off of national housing market impacts on development projects.</p> <p>Reduction in HMR resulting in slowing down of development.</p>	<p>Alastair Graham  <a href="mailto:alastair.graham@oldham.gov.uk">alastair.graham@oldham.gov.uk</a>            0161 770 3189</p>

Key Corporate Project				
Ref	Name & Summary	Milestones	Risks	Contact
23.	<p><b><i>New Deal for Communities Spatial Masterplan</i></b> - Regeneration of homes and neighbourhoods in Hathershaw and Fitton Hill</p> <ul style="list-style-type: none"> <li>• 'Borough Mill Triangle' Site in Hathershaw: 300 new residential units; a new Hathershaw Community Centre (completed); a primary school; a supermarket; office and business space; new public spaces</li> <li>• Earl, Maple, Park Cake, and Belgrave Mills in Hathershaw: 'Employment Zones'</li> <li>• Fitton Hill: c.400 new residential units; a new Fitton Hill Neighbourhood Centre; a health centre; a 'Sports Zone'; new public spaces</li> <li>• Ashton Road: external renovation of the 'Retail Clusters'</li> </ul>			<p>Gordon Roscoe  <a href="mailto:gordon.roscoe@oldham.gov.uk">gordon.roscoe@oldham.gov.uk</a>            0161 785 7820</p>
24.	<p><b><i>Alt and Sholver</i></b> - Regeneration of the homes and neighbourhoods</p> <ul style="list-style-type: none"> <li>• Alt: c.550 new residential units; external renovation of some residential units; new community facilities; a new Alt Primary School; new public spaces</li> <li>• Sholver: c.700 new residential units; external renovation of some residential properties; new community facilities; a new primary school; new public spaces</li> </ul>	<p>Secure Cabinet approval to appoint advisors to help with procurement (Apr 2008).            Appoint advisors to assist with the procurement of developers (Autumn 2008).            Demolish flats 237-259 Longfellow Crescent (December 2008)            Re-house tenants in Cherry Avenue Bungalows (March 2009).</p>		<p>Kevin Clarke  <a href="mailto:kevin.clarke@oldham.gov.uk">kevin.clarke@oldham.gov.uk</a>            0161 770 3981</p>
25.	<p><b><i>PFI 4: Gateways to Oldham</i></b> - Regeneration of the Primrose Bank, Crossley and Clarkwell Estates</p> <ul style="list-style-type: none"> <li>• Primrose Bank Estate; Crossley Estate; North House site on Rochdale Road; Dew Way; Keswick Avenue;</li> <li>• External renovation of Clarkwell Estate</li> </ul>			<p>Chris Kelsall  <a href="mailto:chris.kelsall@oldham.gov.uk">chris.kelsall@oldham.gov.uk</a>            0161 770 1143</p>

Key Corporate Project				
Ref	Name & Summary	Milestones	Risks	Contact
26.	<b>PFI 2</b> - Regeneration of sheltered homes across parts of the Borough <ul style="list-style-type: none"> <li>Redevelopment and renovation of c.1,500 residential units in: Alt; Chadderton; Coldhurst; Delph; Failsworth; Greenfield; Grotton; Hathershaw; High Crompton Shaw; Hollins; Hollinwood; Holts Village; Hungerhill Shaw; Lees; Primrose Bank; Royton; Shaw; Springhead; Waterhead</li> </ul>			Mark Reynolds <a href="mailto:mark.reynolds@oldham.gov.uk">mark.reynolds@oldham.gov.uk</a> 0161 770 5147
27.	<b>Limehurst Village</b> - Development of c.200 residential units	Planning approval is granted for the first phase of the development.	Residential downturn delays commencement of the development	Steve Hopley <a href="mailto:steve.hopley@oldham.gov.uk">steve.hopley@oldham.gov.uk</a> 0161 770 4113
28.	<b>Rose Mill</b> - Development of 90 residential units	Transfer of Council owned land is completed. Planning approval for housing scheme is granted	Residential downturn delays commencement of the development	Cath Conroy <a href="mailto:cath.conroy@oldham.gov.uk">cath.conroy@oldham.gov.uk</a> 0161 770 4424
29.	<b>Westhulme</b> - Regeneration of the Old Hospital site <ul style="list-style-type: none"> <li>105 residential units</li> <li>Renovation of Westwood Park</li> </ul>			John Wilkes <a href="mailto:john.wilkes@nhs.net">john.wilkes@nhs.net</a>
30.	<b>Gem Mill</b> - Development of 120 residential units			Patsy Aicken 0161 620 9798
31.	<b>Hunt Lane</b> - Development of 125 residential units			Martin Leggett <a href="mailto:northern@cpplc.com">northern@cpplc.com</a>