

**OLDHAM BEYOND
IMPLEMENTATION PLAN
2008-2013**

**FIRST DRAFT
CONSULTATION DOCUMENT
VERSION 1.0**

BACKGROUND

Oldham Beyond was produced in April 2004 and helped Oldham people to raise the bar on their aspirations for the future of the Borough. Oldham Beyond was commissioned by the Oldham Partnership and North West Development Agency and, unlike many documents moving towards their 4th birthday, it is still strongly relevant and shaping the renaissance of the Borough.

The progress of Oldham Beyond has been driven to date by the 1000 days campaign. This campaign is coming to an end and this Oldham Beyond Implementation Plan is being developed to enable the Oldham Partnership to continue to drive its progress from 2008 – 2013.

The document is not about creating a new Oldham Beyond vision. Rather its purpose is to draw together all of the physical regeneration which is planned or anticipated into a single document.

This version of the document is still work in progress but is being circulated for consultation amongst stakeholders to ensure that the final document fulfils the following:-

- There is clarity and agreement about the purpose of the document and its relationship to other key strategies and plans;
- The document is effective in delivering the agreed purpose;
- The content and detail is factually correct;
- The key risks are identified and there are plans in place to manage them;
- All of the important issues and initiatives have been included.

Your views on all of the above are invited. However, in addition, a number of specific questions are included for consideration as part of the consultation process (see page 5)

PURPOSE OF THE OLDHAM BEYOND IMPLEMENTATION PLAN

Improve Co-ordination of Physical Regeneration

The Borough is undergoing a great deal of physical change which is being driven by a range of thematic programmes including Building Schools for the Future, LIFT, Housing Market Renewal, housing PFIs, Metrolink and economic development supported by both public sector funding e.g. from the NWDA, and from the private sector. All of these programmes need to be well co-ordinated both spatially and in terms of timing to secure maximum impact. The inclusion of all of the transformational programmes into a single document provides the opportunity for the Oldham Partnership to monitor progress.

Demonstrate how Physical Regeneration Supports the Delivery of the Community Strategy and LAA

It is important to demonstrate how all of the physical regeneration will help to deliver our strategic priorities and support the delivery of improved services. By drawing them into a single document, we will be in a much stronger position to review how well they support the delivery of our renewed Community Strategy and LAA and thus identify any gaps and other challenges that might influence our future commissioning processes.

Demonstrate how the Borough Contributes to the City Region and North West Region - Improve Opportunities to Secure Funding

Oldham must demonstrate how it can contribute to the economy and success of the City Region and the North West. Whilst this will not be the exclusive role of the OBIP, the document seeks to provide this clarity. External funders need to be able to see how initiatives relate to each other, and how their own priorities are being reflected at a local level. Increasingly, public funding for physical developments will only be secured by demonstrating how local plans fit strategically with the ambitions for the City Region and the North West Region.

Strengthens the Linkages Between the Sustainable Community Strategy and the Local Development Framework (LDF)

The Local Development Framework needs to be the “physical expression of the Sustainable Community Strategy” i.e. it needs to be able to facilitate the physical change required in the Borough in a way that delivers our key priorities and outcomes. The development of the OBIP and its subsequent annual updates will provide a tangible basis upon which to identify the key areas that will be undergoing major change and to frame the required consultation.

STRATEGIC FIT

Government guidance suggests that we should refresh our Sustainable Community Strategy as well as develop a new LAA. In the interest of streamlining our strategic approach, these documents will be combined into a single document by June 2008. This is very ambitious but will aid our streamlining of processes and clearer prioritisation.

Assuming the LAA single pot announcement in November includes an indicative settlement for 3 years, the partnership will be in a position to develop 3 year LAA delivery plans.

In practice, the Oldham Beyond Implementation Plan will be the 5 year regeneration delivery plan for the LAA and Sustainable Community Strategy and will be complementary to the other 3 year LAA delivery plans.

PROCESS FOR DEVELOPING THE OLDHAM BEYOND IMPLEMENTATION PLAN

This draft document is being circulated for consultation with stakeholders during November and December. During this period it is important to ensure

that all of the necessary content is included and that all of the content is accurate. As well as meeting with individual agencies, the document will be subject to scrutiny by the OP Steering Group and Oldham Council Overview and Scrutiny.

The consultation processes for both the new LAA and the LDF are also underway. Officers are co-ordinating the 3 processes and are using the feedback to influence all of the documents.

A penultimate draft of the OBIP will be developed in mid January before final circulation for final comments. The document will be presented for approval in March.

The final plan will be printed as a glossy document but will also be placed on the internet. This will enable regular updates to be made to keep pace with the rate of change.

GOVERNANCE

Most of the key initiatives included within the plan have their own separate governance mechanisms. It is likely that many of them may need to remain. However, this is an important opportunity to identify whether any governance mechanisms could be combined.

Currently, the Oldham Partnership does not have a single body that provides governance for the full range of physical regeneration initiatives. This would clearly be advantageous as a means of identifying priorities and opportunities for greater integration and co-ordination as well as driving performance. This will be a subject for discussion during the consultation period.

RISK MANAGEMENT

The final document will include a section on risk management and will identify the key risks that need close attention. Most of the key risks relate to the security of funding and the ability to deliver within required timescales. You are asked to help identify the key risks.

Please send your comments to:-

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CONSULTATION QUESTIONS

General

1. Do you agree with the proposed purpose of the document and its relationship to other key strategies and plans?
2. Whilst not yet complete, do you think that the document is shaping up in a way that will enable it to be effective in delivering the agreed purpose?
3. Is all of the content and detail factually correct?
4. What do you think are the key risks the Oldham Partnership should ensure are managed?
5. Are all of the important issues and initiatives included?
6. Do you have detail that ought to be included?
7. Do you think that community cohesion is adequately reflected in the document e.g. creating Common Ground?

Specific Questions

8. The new LAA refers to the ambition to create a cohesive multi cultural “town” and a prosperous “town”. (Page 5). This document also refers to “local town centres”. We are therefore using the word “town” interchangeably. An alternative is to describe our ambition as creating a prosperous “Borough”. What are your views?
9. Pages 9 – 11 include much of the wording of the vision from Oldham Beyond. Is the vision still valid? Is all of the wording and detail appropriate?
10. The Action Matrix at the rear of this document seeks to distinguish between “transformational actions” and “improvement actions” as a means to identify the actions that have the greatest impact. Is this the best way to present the information?
11. The Action Matrix seeks to demonstrate how the actions meet the Oldham Beyond aspirations and support the delivery of the Local Area Agreement outcomes. Have we got the right headings for the action matrix or is there other more important information that should be in the table.
12. As well as printing a glossy document, it will also be available on the Oldham Partnership website upon completion and will include links to more detailed documents that explain each initiative/strategy in more detail. In view of this, does this draft document contain the correct level of detail?

OLDHAM BEYOND IMPLEMENTATION PLAN

2008 – 2013

1	THE PURPOSE OF THIS PLAN
1.1	<p><i>Oldham Beyond</i>, 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 plan describes the action 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 delivered.</p>
1.2	<p>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.</p> <p>Thus, whilst this Plan does not directly address the implementation of all of the full programme set out in the Community Strategy, it will make a major contribution to the delivery of that strategy as a whole.</p>
1.3	<p>This Plan 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 20013, which prioritise the attainment of:-</p> <ul style="list-style-type: none"> • A cohesive multi-cultural town • A prosperous town • Sustainable use of resources <p>This plan 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.</p> <p>The investment in the transformation of the physical infrastructure of the Borough envisaged in this Plan (such as schools, colleges, health and</p>

	<p>leisure 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.</p> <p><i>Link to the MAA to be mentioned here and detailed within the Action Plans.</i></p>
1.4	<p>This Plan 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.</p> <p>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.</p> <p><i>Include brief cross references to other strategies here. How it will support the delivery of ... (e.g. ORESA Strategy; Housing Strategy; Economy and Enterprise; Capital Strategy etc)</i></p>
1.5	<p>The Oldham Beyond Implementation Plan 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 such as the North West Development Agency, Manchester Enterprises... <i>add other significant ones.</i></p>
1.6	<p>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. The Oldham Beyond</p>

	Implementation Plan is entirely complementary to Rochdale's plans for the next stages of delivery of the Rochdale Borough Renaissance Masterplan.
1.7	<p>We are using this Plan for a further purpose. Below we set out 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. Oldham Beyond has a very high degree of support. The people of the Borough are keen to see its ideas brought to fruition as soon as possible.</p> <p>This Plan therefore deliberately restates both the vision and the principles which will guide our actions. We will hold firmly to both as we deliver this Implementation Plan and prepare future programmes of action.</p>

2	OLDHAM BEYOND - THE VISION
2.1	<p>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.</p> <p>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.</p> <p>The vision of the future of the Borough defined by Oldham Beyond is that by 2020 it will be</p> <p><i>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.</i></p> <p>Oldham Beyond develops this vision further under six headings</p>
2.2	<p>A generator of wealth:</p> <p>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.</p>
2.3	<p>Many places not one</p> <p>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:</p> <p>Neighbourhood:</p> <p>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</p>

	<p>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</p> <p>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.</p> <p>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 part of the wider city and able to access all of its opportunities and facilities.</p>
<p>2.4</p>	<p>A desirable place to live</p> <p>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.</p>
<p>2.5</p>	<p>An ambitious people</p> <p>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 centre 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...</p>

<p>2.6</p>	<p>A sustainable Borough</p> <p>The Borough will have invested in sustainability and the benefits will be not just to the environment but to Oldham’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.</p>
<p>2.7</p>	<p>New Oldham</p> <p>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.</p>
<p>2.8</p>	<p>Since Oldham Beyond was launched the significance of a number of the points contained in the vision has become even more apparent. For instance,</p> <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> - 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 that 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.

3	KEY PRINCIPLES WHICH GUIDE OUR ACTIONS
	A set of inter-related principles guide the Borough's approach to regeneration
3.1	Promoting More Cohesive Communities
	<p>The vision for Oldham's Community Cohesion Strategy 2007 –2010 is</p> <p><i>"A Borough to which people are proud to belong"</i></p> <p>It focuses upon developing personal and shared identity, equality and upon people engaging with each other and with organisations.</p> <p>Oldham Beyond, with its emphasis upon developing "common ground", "many places not one" and "a desirable place to live", is fundamental to the achievement of our community cohesion vision.</p> <p>The Main Aim of the Council's Corporate Plan is</p> <p><i>" to regenerate the Borough in a way that achieves greater community cohesion".</i></p> <p>These words were carefully chosen. Regeneration programmes can, if not carefully planned, cause local tensions which are a source of division. The Oldham Partnership is clear that it will design its programmes in ways which are appropriate to local circumstances, and be prepared to argue its case with Government.</p>
3.2	Targeting our Efforts
	<p>Oldham's approach is therefore to assess needs and opportunities across the whole Borough. Actions are then targeted in the most appropriate way. This targeting can be</p> <ul style="list-style-type: none"> • "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. <p>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</p>

	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.
3.3	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 grab 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.
3.4	Playing Our Part in The North’s Most Dynamic City Region
	<p><i>We may need to define the Manchester City Region as against the Greater Manchester – perhaps best done in a footnote</i></p> <p>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</p> <ul style="list-style-type: none"> • 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

<p>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.</p> <p>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.</p> <p>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</p> <ul style="list-style-type: none">• Taking advantage of the nearby job and business opportunities. The Regional Centre (define) is projected to be the main focus for economic growth in the North West and to gain a further <> jobs over the next <> years (<i>checking this figure</i>), 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 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.
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	<p>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 will 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.</p> <p>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.</p>
3.5	Pursuing Quality – A Place of Choice
	<p>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 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.</p> <p>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.</p> <p>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</p>

	<p>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.</p> <p>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.</p> <p>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:-</p> <ul style="list-style-type: none"> • 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 <p>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.</p>
3.6	Pride of Place
	<p>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</p> <ul style="list-style-type: none"> • the benefits of regeneration must reach all parts of the Borough • local distinctiveness should be celebrated and a sense of local

	<p>pride encouraged. The conservation of key aspects of our heritage will play an important part in this</p> <ul style="list-style-type: none"> • 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 can have a very positive effect.
3.7	Meeting our Wider Responsibilities
	<p>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.</p> <p>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</p> <ul style="list-style-type: none"> • 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.
4	THE SPATIAL STRATEGY
4.1	<p>The Oldham Beyond Vision and the Principles set out in Section 3 have led us to a focused spatial strategy which guides physical regeneration investment. This fits with the spatial strategy for the “Manchester City Region Spatial Strategy and is entirely consistent with the Borough’s Unitary Development Plan and the emerging Local Development</p>

	Framework which will eventually supersede it.
4.2	<p>Our strategy is to</p> <ul style="list-style-type: none"> • Ensure that Oldham Town Centre and the Borough’s local town centres are a focus 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 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.

These spatial principles have led us to define a thread of major regeneration opportunities stretching from Hollinwood to Mumps which we describe as the "String of Pearls".

This a linking spatial concept which illustrates how we are applying the spatial principles. Once the projects within the Action Plan have been identified a view can be taken whether there are any spatial groups to be "headlined" and whether the "String" should be elongated within or beyond the Borough (i.e. extending to Manchester City Centre via

	<p><i>Central Park, and to Kingsway and Rochdale Town Centre) .</i></p> <p><i>Ideas such as the “String” would be illustrated with diagrams. These would be annotated with references indicating where to find information in the Action Plan”.</i></p>
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FACTS AND FIGURES

A cross reference and hyperlink to *Oldham in Profile* will be included.

POLICIES, PROGRAMMES AND PLANS

We have designed policies, programmes, and plans which will help us to achieve the Oldham Beyond Vision. These reflect the principles set out above 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 have selected those actions which will achieve the greatest impact. The following policies, programmes and plans have informed the selection of our actions.

ECONOMIC REGENERATION

In the past, Oldham's economy has been low skilled and low paid. However, skills levels are slowly beginning to change with many more of our young people securing good qualifications and the increasing academic and vocational success at all ages being stimulated by our Higher and Further Education provision in the Borough. It is important and timely to promote a move towards growth sectors such as the knowledge economy, modern manufacturing, Life Science and creative industries and the Physical Economic Regeneration of the Borough is critical to achieving the transformation envisaged by Oldham Partnership.

As highlighted, there are limited land resources available in which the Borough can create high quality places with quality opportunities more suited to these growth sectors. However, there are three priority areas where we are focusing our efforts on the drive for higher quality as envisaged in Oldham Beyond. These are Hollinwood, Chadderton Technology Park and Oldham Town Centre.

- ***Hollinwood***, located at the junction of the M60 and A62 with a proposed Metrolink Station has superb access to the city centre, Manchester International Airport and the rest of the region and is therefore well placed for the creation of new high quality employment opportunities for the Borough's residents. Commitment to high quality has already been demonstrated with the completion of the HQ building for Northern Counties Housing Association and the development of the Hollinwood Business Centre. The creative Masterplan for the area will guide the future phases of development and the recent appointment by the Council of a highly regarded development partner, Langtree, and the making of a further CPO will enable further land assembly. The continuing commitment to high quality in the later phases of development will attract businesses that 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 use it as 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, being close to the Oldham and Chadderton town centres along with easy access to the regional motorways and proposed Metrolink station. The area is being rebranded as supported by a recently completed masterplan. The masterplan provides the context and direction for major environmental improvements, land assembly and attracting private sector investment that will complement Zetex thus providing further higher quality employment opportunities.

- **Oldham Town Centre** is described as the 'economic heart of the Borough' simply because of the quality and diversity of the current employment activity. However, it 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 just 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, 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.

LOCAL TOWN CENTRES - THE HUBS OF COMMUNITIES

The other town centres in the Borough, whilst smaller, play very important roles in providing both attractive focal points for local communities as well as providing local access to many services that meet their needs. Oldham Beyond recognises the importance of heritage and distinctiveness in local town centres and the need to evoke and retain local pride.

All the town centres are being targeted for improvements to the quality of environment and local services including new shopping, employment, as well as health and other public facilities. Failsworth exemplifies a centre that has been transformed in recent years and developments in Chadderton, Royton, Shaw and Huddersfield Road have commenced or are being planned.

Many of our programmes, including those promoting economic development, improvement of housing, creation of new community and health facilities, improvement of the environment, and enhancement of transport connections have a focus upon our local centres.

GATEWAYS AND CORRIDORS – THE BOROUGH'S FRONT DOOR

For people visiting the Borough, travelling around it, or just passing through, their impressions of the main transport corridors shape their perceptions of Oldham as a place to live, work or invest.

These impressions are formed by what they see as they pull off the motorway and travel along our main road corridors or as they view the Borough from the train or bus window. For first time visitors the impact can be a lasting one.

The proposed Gateways and Corridors Strategy will enhance the environmental quality of those key routes and points of entry. It will bring together funding from a number of sources for this purpose.

The work will often be an integral part of broader regeneration activity. This will be the case, for instance,

- in the Hollinwood Business District;
- at Mumps, and in the West End, in Oldham Town Centre;
- in the Westwood/Chadderton Way regeneration area;
- in the New Deal for Communities area at Hathershaw;
- in the Werneth/Freehold housing market renewal area; and
- in the Huddersfield Road District Centre.

However, there are other important corridors in the Borough and we aim to roll out the programme to all of these.

A partnership approach involving the Council, the local community, other public sector organisations, and the private sector is crucial to a successful corridor improvement scheme. The recent high quality enhancements at Failsworth Pole demonstrate what can be achieved in partnership.

There are similar opportunities for collaboration along several of the Borough's main routes radiating from Oldham Town Centre

- Huddersfield Road – involving HMR, Tesco, local small businesses and the PTE – where the new retail development and accompanying S106 funding present the opportunity to enhance the easterly approach to Oldham Town Centre.
- Rochdale Road – involving Oldham College, the Health Care Trust, PFI, BSF and the local community – where the proposed major redevelopment and renewal of the College, linked to the release of the Grange School site and PFI 4 activity at Clarkwell, presents the opportunity to renew the northern gateway to Oldham Town Centre
- Ashton Road – involving NDC, HMR, the community, major land owners, private developers, local small businesses, PFI, FCHO, BSF – where PFI 4 work at Primrose Bank and the BSF project at Crossbank Street can capitalise on work being undertaken by NDC and its partners to revitalise the southern approach to Oldham Town Centre.
- Middleton Road – involving Oldham College, Private Sector, Metrolink – where the redevelopment of Oldham College presents the chance to enhance Oldham Town Centre's western gateway.
- Metrolink Route – the “String of Pearls” – involving HMR, PTE, private developers/landowners and local communities. Each of the Metrolink stops between Failsworth and Shaw will itself be a gateway to the Borough and has the potential to attract investment. Opportunities must be taken to ensure that this investment creates attractive entrances to the Borough.

THE NEW DEAL FOR COMMUNITIES AREA

<> to follow

the area...comprehensive regeneration... timescale.... scale of investment and range of funding sources being used in combination

HOUSING – TRANSFORMING QUALITY AND CHOICE

Our vision is that “Oldham's housing market will be (confident and) 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 to meet the Government decency standard by 2010; and an improvement in decency rates in the Private Sector (70 % of properties where there are vulnerable households to be made decent by 2010);
- Services to homeless households to be improved, with enhanced preventative work; (reduce total number of homelessness acceptances over the three year period up to 2008/9 from 2,310 to 2,050)
- Local people to have a greater voice and influence over local decision-making and the delivery of services; (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)
- Create a balanced housing market offering quality and choice for all; (increase the proportion of affordable homes provided to rent on mixed tenure developments – in 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)
- *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 £100,620,000 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. (*Are these Oldham alone figures?*)

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 will.... (*can't state the figure yet due to procurement process*). 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.

CHILDREN AND YOUNG PEOPLE

<> to followyouthful demographic as an asset ...the Borough's future.... te vision the programmes to creat new and improved facilities

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 newly opened University Centre drive the transformation of the Borough.

Whereas results at 16 lag below the national, they are well above the national average at age 18. The strategy developed 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 increasing transitional pathways into Higher Education.

The proposals for the West End have received support from the Learning and Skills Council. They include the redevelopment of the Oldham College, providing an exciting new £35 million flagship building which will ensure that the FE sector will be able to continue to deliver high quality vocational learning pathways.

More recently the LSC have given their 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 Greater Manchester, not just the economy of 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 Manchester City Region.

This development brings with it the potential to extend the “string of pearls” concept by developing a science corridor stretching from the centre of Manchester to the centre of Oldham.

The University Centre Oldham (UCO) was launched in May 2005, expanding the range and volume of Higher Education delivery in Oldham. The UCO is critical to our objective of widening participation in Higher Education, 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 areas 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 by the Building Schools for the Future programme. – *will need to make the link with the Cand YP section above.*)

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 and active. Our strategies include plans to provide much improved facilities through which to ensure better outcomes for local residents.

The LIFT programme is a vehicle for improving and developing front-line primary care and community facilities. It has already provided, for example, new health care facilities at Moorside and Glodwick. This programme has now been widened to take advantage of opportunities to develop health and well being centres, such as that planned for 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 district centres.

Well-being centres will respond to local need but typically will bring together a range of health and cultural services, along with information points where residents can access information about a wide variety of local services.

Further facilities, based upon the same principle, are being planned at locations across the Borough including Royton, Shaw and Werneth..

(Will need to make stronger links to other sections such as Green Infrastructure, play and sports etc)

ENVIRONMENTAL REGENERATION - GREEN INFRASTRUCTURE

"Green infrastructure" has been described as an area's life support system – it is a comprehensive concept¹ 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)
- Providing, or capable of providing, multiple functions which benefit the environment, the economy and social needs.

¹ 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."

The Borough has many of the components of good green infrastructure, but in its current condition its impact on economy, the natural environment and peoples' quality of life is limited. In order to maximise its contribution its quality, functionality, accessibility, and connectivity must be improved, and in order to achieve this we need to:

- Identify key strategic greenspace linkages, corridors, and networks within our green infrastructure
- Maximise the multi-functional aspect of GI - determining which elements need to be preserved to protect their current functionalities and/or improved to enhance their functional quality/range, and incorporating these needs within all transformational and improvement activity across the Borough.
- Determine if there are any gaps within our GI and address this by creating new elements.
- Ensure engagement with the relevant stakeholders, such as landowners, user/interest groups, local communities and businesses, through existing and new partnerships and consultation processes.

Creating high quality Green Infrastructure within the Borough 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.

An effective approach to the improvement and management of our green assets will involve continuing collaboration between public, private and voluntary sector partners; including landowners. We must engage all stakeholders who stand to benefit – those, for instance, responsible for economic development, housing and health.

Our strategy involves a number of instruments:

- The Local Development Framework (LDF). Statutory planning powers will be used to safeguard strategically significant networks and sites of green infrastructure importance, both existing and potential. Green infrastructure principles will be embedded into planning policies, ensuring that new developments enhance the network wherever possible, through the integration or improvement of green infrastructure. Where appropriate, developer contributions will be used to provide offsite improvements associated with development. In addition, a new Greenspace Strategy, setting out our vision for the Borough's green space network, will highlight where a green infrastructure approach will bring significant benefits to the Borough.
- We will 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

- Integration into regeneration schemes – this Action Plan contains many significant physical regeneration projects, such as new business districts, housing schemes, and new schools and colleges, where green infrastructure principles can be applied to provide additional transformational benefits.
- 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.
- Rural land management – 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.

TRANSPORT - ACCESSIBILITY FOR ALL

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 within the Borough and across the city region in a sustainable way. However, the levels of growth and land use changes which we envisage will inevitably create significant transport challenges. These challenges include the risk of increased congestion and worsening air quality. Careful location of new development at points of greatest accessibility by public transport, walking and cycling is a part of the solution, but investment in transport improvements will certainly be needed.

This will be addressed within the transport policy framework set by the Greater Manchester Integrated Transport Strategy and the Greater Manchester Local Transport Plan. This means developing and maintaining a transport network that can accommodate economic growth and regeneration whilst delivering the shared priorities for transport agreed between national and local government around congestion, accessibility, air quality and safety.

The objectives we have set are

- To deliver Metrolink Phase 3a and Phase 3b to penetrate Oldham Town Centre and provide much of the additional public transport capacity needed to provide access to key redevelopment initiatives.

- To improve the integration of public transport termini at the eastern end of Oldham Town Centre and thereby overcome access problems arising from the remote location of Oldham Mumps Rail Station.
- To deliver further enhancements to the bus network, including additional bus priority measures along the existing Quality Bus Corridors.
- To manage and maintain a network of over 800 km of road, 134 road bridges, 87 footbridges, 430 km of public rights of way (mainly footpaths and bridleways). 61 km of highway retaining wall and over 6000 streetlights.
- To reduce the number of people killed or injured on the Borough's roads. In 2006 there were 716 injury accidents in Oldham resulting in 1052 casualties. 77 people were killed or seriously injured.
- To reduce overall levels of air pollutants emitted by vehicles, particularly nitrogen oxides and fine particulate matter, to deliver public health benefits.
- To not worsen congestion. The most congested roads are currently the approaches to Oldham Town Centre in the morning peak, particularly the A62 and A669 from the east of the Borough.
- To ensure that Oldham's residents, particularly those in disadvantaged areas, can access newly created employment, education, healthcare and fresh food shopping opportunities.
- To increase the proportion of journeys, particularly short local ones, made by walking and cycling.
- To reduce the proportion of journeys into Oldham Town Centre being made by car against a trend which sees this proportion increasing.

ACTION MATRIX

EXPLANATORY NOTES

The attached is a first working draft of the Action Matrix.

The format and content will evolve in response to further information and comments.

The Matrix is subdivided into

- Transformational Actions
- Improvement Actions - Adding Value

The purpose of this sub division is to demonstrate that we are clear about those actions that have the greatest impact, but also recognise that, to be effective, a comprehensive regeneration programme must also include other important supporting actions that deliver more localised impacts or that are happening more gradually

The process of collating details of actions to be included in the matrix is continuing. In some cases projects are still under development and it is therefore not yet been possible to refer to their specifics.

The Matrix allows information to be provided about:-

- The contribution which actions will make to the achievement of the elements of the Oldham Beyond Vision referred to in the earlier sections of the Oldham Beyond Implementation Plan, i.e.

GW - Generating Wealth; MP - Many Places and One; DP - A Desirable Place to Live; AP - An Ambitious People; SB - A Sustainable Borough; NO - New Oldham.

- The Ward and Area in which a project is located. This column can be used to indicate, for instance, when a project is located in the New Deal for Communities area; Oldham Town Centre; or other agreed geographic focus.
- The planned start and completion dates for a project
- The source(s) of funding in cases where grant support is envisaged
- The risk attached to the project. It is envisaged that a risk assessment would be undertaken of all Transformational Actions. The Matrix would indicate where a project stood on a scale of risk. A Risk Management Plan would be appended to the document.
- LAA and MAA outcomes. This column would indicate relevant outcomes included in the Local Area Agreement or Multi Area Agreement and indicate the size of contribution that the project would make to the achievement of each outcome.

At this stage these columns have generally not been populated. Some information has been entered to illustrate the intended approach.

TRANSFORMATIONAL ACTIONS

Key: GW - Generating Wealth; MP - Many Places and One; DP - A Desirable Place to Live; AP - An Ambitious People; SB - A Sustainable Borough; NO - New Oldham.

	Contributions to the Oldham Beyond Vision						Ward or Area	Timescale		Funding Sources	Risk Rating	Outcomes and Links to LAA and MAA
	G W	M P	D P	A P	S B	N O		Start	Complete			
Development Areas												
<u>Hollinwood Business District -a quality location for growth sector firms</u> <ul style="list-style-type: none"> - Creation of an inspirational masterplan - Appointment of a development partner - Land assembly - Development of modern employment/business space 	X			X	X			2008	Continuing beyond 2013	Private sector partner NWDA		<> ha of land made available for economic development by <> m2 of high quality employment floorspace completed by <> jobs located in the area by

<p>Mumps Business District - employment led regeneration</p> <ul style="list-style-type: none"> - Office development on former B and Q site - Residential development at Beaver Street - Creative industries development at Rhodes Bank - Office and light industrial developments at Bottom of the Moor and east of Mumps Roundabout - Southlink Business Park Extension Phase 1 Offices and residential - Southlink Business Park Extension Phase 2 Light industrial - First Bus Depot Offices and residential <p><i>The final version may be less specific about the intended use of individual sites</i></p>																								
<p><i>Park Road Regeneration Area</i></p> <ul style="list-style-type: none"> - Redevelopment of retail park (<i>may be described more specifically in due course</i>) - Restoration and reuse of Park Road Warehouse (<i>ditto</i>) - Redevelopment of Lake View site (<i>ditto</i>) 																								

<p><i>West End – education led regeneration</i></p> <ul style="list-style-type: none"> - New Coliseum Theatre - University Centre Extension at Longley Street - Oldham College redevelopment - Sixth Form College Extension - Commercial and residential development at Star Inn - Office development at Apple site - Hotel development on... site - <> development on former Sainsburys site - <> development on former Pennine Way Hotel site <p><i>The final version may be less specific about the intended use of individual sites.</i></p>																				<p><> m2 of land assembled for development</p> <p><> m2 of new commercial floorspace</p> <p><> new homes completed</p>
<p>Oldham Town Centre Core – retail and culture led regeneration</p> <ul style="list-style-type: none"> - Old Town Hall Development - Retail, leisure and residential scheme - Integrated Health Centre at Cheapside - New civic space at Town Hall Square - New civic space at Firth Square - St Mary’s residential development - Cultural Quarter Phase 3 																				<p><> m2 new retail floorspace</p> <p><> new homes completed</p>

<p>Local Town Centres – the hubs of local communities</p> <p>Huddersfield Road District Centre,</p> <ul style="list-style-type: none"> - Phase 1 13,000 m2 retail development - Phase 2 retail and commercial development <p>Royton District Centre –</p> <ul style="list-style-type: none"> - Production of masterplan - Development of Health and Wellbeing Centre <p>Chadderton District Centre</p> <ul style="list-style-type: none"> - Production of masterplan - Development of Health and Wellbeing Centre - Public realm and highway improvements <p>Shaw District Centre</p> <ul style="list-style-type: none"> - Production of masterplan - Development of Health and Wellbeing Centre - Highway and District centre improvements <p>Failsworth District Centre,</p> <ul style="list-style-type: none"> - Phase 2 Retail units, office development, 40 apartments, new Community Centre, and refurbishment of Failsworth Town Hall <p>Greenfield</p> <ul style="list-style-type: none"> - New retail store - Marina and associated leisure - Business units - Improvements to station 																							
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Improvement Actions - Adding Value

	Contributions to the Oldham Beyond Vision						Ward or Area	Timescale		Funding Sources	Risk Rating	Relevant LAA and MAA Targets
	G W	M P	D P	A P	S B	N O		Start	Complete			
Development Areas												
Satellite Business Park - Warehouse and distribution units - Office campus - Health and fitness suite												100,000 m2 of employment floorspace
Oldham Broadway Business Park - Plot 11 - Plots 15/16												58,000m2 of employment floorspace
Salmon Fields Business Park - Additional industrial development												7,000 m2 of employment floorspace
Higginshaw Lane Employment Area - Industrial development on Transco site - Industrial development on Seddon Atkinson site -												

<p>Sports facilities</p> <ul style="list-style-type: none"> - New football pitches supported by FA funding <i>details to be added</i> - <i>Other proposals?</i> - <i>Further work is needed on planned sports and play actions</i> 																															
<p>Play Facilities</p> <p>Create natural play facilities at</p> <ul style="list-style-type: none"> - Tandle Hill - Bankfield Clough - Daisy Nook - <i>Others?</i> 																															
<p>Transport</p> <ul style="list-style-type: none"> - Connect2 walking and cycling routes - Improved passenger facilities at Greenfield Station - <i>Other proposals to be added</i> 																															