

Report to CABINET

Oldham Town Centre Vision

Portfolio Holder: Councillor Sean Fielding, Cabinet Member for Economy and Enterprise

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Reason for Decision

To approve recommendations relating to the new / refreshed vision and priority areas for the regeneration of Oldham Town Centre.

Executive Summary

By 2035, Greater Manchester aims to be one of the world's leading sub-regions, driving sustainable growth across a thriving north of England. We want to ensure the sustainability of our town centre as a place to work, visit and enjoy: in addition, to be a place where our people can live are able to take maximum advantage of the services, shops, skills and training they need to enjoy an excellent quality of life.

This report provides an update on the vision for Oldham town centre: a vision that is aligned with national, regional and local strategic priorities and has a clear rationale, narrative and focus for everyone (residents, businesses, officers, stakeholders, politicians, partners *et al*) to embrace and own, to help drive forward the necessary changes through dedicated accountability and a strategic leadership.

The report also highlights the priority areas with an associated action plan, the processes through which the delivery methods will be assessed, and the potential decisions needed over the next twelve months in order to instigate the catalytic transformation of the town centre with the ambition for housing at its core.

Recommendations

Cabinet Members are asked to:

- Note and agree the new vision and priority areas for Oldham Town Centre.
 - Note the new style / revised masterplan which allows options to be considered at each point in time, in alignment with local policy and opportunities which arise. It is envisaged that a more refined masterplan will be presented to Cabinet as projects / opportunities are developed, so that Members can continually review and retain control over determining the future land uses in the town centre, linked with key decisions for investment, opportunities for partnership work, and new developments in the town centre.
 - Note and agree the criteria against which future developments will be assessed to ensure they are aligned to the agreed vision, and the governance that will be aligned with the RIBA stages.
 - Note the anticipated decisions required for 2019/20 in support of project development and implementation.
 - Approve the procurement of additional consultants and specialist advisors to the extent they are required for the delivery of the projects within the revised masterplan, and delegate to the Cabinet Member for Economy and Enterprise in consultation with the Director of Economy, the Director of Finance and the Director of Legal Services the negotiation and conclusion of any related appointments and associated documentation.
 - Approve the use of Compulsory Purchase Order powers and appropriation powers in principle, subject to all regulatory constraints and further approvals.
 - Approve the use of Compulsory Purchase Order powers and appropriation powers in principle on third party land, subject to all regulatory constraints and further approvals.
 - Authorise the Director of Legal Services or their nominated representative to sign and/or affix the Common Seal of the Council to all the documents and associated ancillary documents referred to above and/or required to give effect to the recommendations in this report.
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1.0 Background

1.1 The Changing Role of Town Centres

It is widely recognised that the role and purpose of town centres is changing at scale and pace, linked with convenience of out of town retail parks and shopping online in the comfort of your home, with next day delivery.

These changing habits and trends are impacting on national retailers across the country, as the reduction of cash transactions within town centre stores significantly reduces the viability of retaining the store, the building and the staff.

The cyclic impact of shops disappearing from the high street is changing the image and reputation of our town centres, and by association is resulting in negative perceptions linked with vulnerability, personal safety, anti-social behaviour, reduction in visitors, less jobs, more empty stores etc.

However, the future is in our hands ... with requirements to reduce the amount of retail floor space available, this can provide opportunities for catalytic changes to meet the new 'requirements' and 'demands' being placed on our town centre.

Some stability can come from the provision of services (which can't be purchased on the internet); public advice, health centres, dentists, hair dressers, chiropractors, solicitors, banks, post office etc. however, retail may still have a place in our town as a more recreational / leisure activity through window shopping (before going home to find an equivalent bargains online) and retail services (through the convenience of click and collect).

There are more important emerging needs for our town centre including requirements for more homes to be built at "affordable" prices, with the right housing mix to suit our local needs. Our town centre also needs a wider offer for social / leisure activities for families, for young professionals, for older generations, for our communities, especially during the twilight period (early evening after work 5-8pm), and into the night-time economy. All this needs to take place within walking distance, and with easy transport and access routes.

1.2 GM Focus on Town Centres

By 2035, Greater Manchester aims to be one of the world's leading sub-regions, driving sustainable growth across a thriving north of England. We want to ensure the sustainability of our town centre as a place to work, visit and enjoy: in addition, to being a place where our people can live are able to take maximum advantage of the services, shops, skills and training they need to enjoy an excellent quality of life.

Powers and resources are being devolved to Greater Manchester to promote economic growth and the reform of public services. Substantial population, economic and housing growth is predicted over the next 10 years and a new Greater Manchester Spatial Framework (GMSF) will set out where this can be accommodated.

Our town centres are at the heart of our communities, but they are facing serious challenges. The growth of internet shopping and large out-of-town retailers has squeezed any town centres. We must help them adapt to changing markets and build on their strengths.

The very best towns and cities around the world have one thing in common – they are both people and quality focussed. Quality of place is paramount to thriving Town Centres: the Town Centre will become a place where people feel they belong, an exciting place where people can live, work and spend time. Quality design and attention to the public realm will be critical to this success.

The GM Mayor's Town Centre Challenge (TCC) commenced in the context of increasing concern about the future of town centres across the whole of the UK as the landscape of town centres is changing rapidly. The Mayor, working with each council, wanted to bring together housing providers, public and private landowners, developers, community groups and other key stakeholders in a concerted effort to support local councils to unlock the potential in town centres, particularly to deliver viable housing markets and sustainable communities.

As part of the TCC, all councils across Greater Manchester nominated a town to be part of the initiative. Oldham's TCC area is Royton town centre, to help accelerate the benefit realisation and delivery of the projects, linked with the profile and programme of works which accompanied the Mayor's TCC.

More recently, the Government agreed with the recommendations and announced in the Budget 2018 that a new £675 million Future High Streets Fund would be set up to help local areas to respond to and adapt to these changes. The Fund would serve two purposes: to support local areas to prepare long-term strategies for their high streets and town centres, including funding a new High Streets Taskforce to provide expertise and hands-on support to local areas, and to co-fund projects with local areas. The objective of the Fund is to renew and reshape town centres and high streets in a way that improves experience, drives growth and ensures future sustainability.

An expression of interest for the Future High Streets Fund was submitted on Friday 22 March for Oldham Town Centre. This opportunity has been sought to help build on the significant financial investment that has already taken place in the town to help realise the town's full potential and has a sustainable, resilient and thriving future. A decision to proceed to Outline Business Case is anticipated in Summer 2019.

1.3 Achievements to Date

We have already invested in our town centre and we have delivered range of projects to build upon recent big successes. The following list provides some high-level examples, but is by no means exhaustive of all the works / projects / programmes delivered to date:

- Redevelopment of the Old Town Hall to create new leisure and food/drink offers
- Improved connectivity with three Metrolink stops in the town centre
- Redevelopment of Parliament Square
- Redevelopment of Oldham Leisure Centre
- Integrated working across public sector - health / education / GMP
- Established heritage and culture offer
- Businesses retained / new businesses set up
- Continued strength of the high street – lower than average voids (empty units) and consistent footfall statistics
- Events programme – seasonal / annual – footfall growing
- Currently consulting on proposals for the Conservation area within the town centre

In the next 12 months, following previous approvals, we will deliver the following:

- **Oldham Museum and Archive (OMA):** due to start on site in October 2019
- **Princes Gate at Mumps: major new retail area and hotel** due to start on site autumn 2019, and at the same time planning application submission is anticipated for a residential development in this area.
- **Growth Deal (2): public realm improvements** to actively encourage more walking/cycling to, from and around the town centre, which will be on site and progressing throughout 2019/20.

1.4 A New Direction

In March 2018, Cabinet approved a masterplan for the town centre including a comprehensive delivery mechanism. A change in administration allowed for reflection,

review and scrutiny of the proposals to determine the evidence, rationale and narrative for the proposals and help understand what the vision for “our town centre” was really about.

Extensive work was carried out to clearly define what was driving regeneration ambitions, and to ensure that a vision was in place that was alignment with national, regional and local strategic priorities. Following consultation with various stakeholders, partners, members and our local communities, as the vision emerged it became clear that a defined rationale, narrative and focus for everyone was required: a vision for everyone to embrace and own, and to help drive forward the necessary changes through dedicated accountability and a strategic leadership.

2.0 The Town Centre Vision: Moving Forward in 2019

This refreshed vision provides a collective action statement explaining how we can all best serve **Our Town Centre**: the place we love and to help its people and businesses to thrive. This vision aims to renew our commitment to working even closer together with a renewed sense of purpose to help Oldham’s residents and businesses access the opportunities and realise the ambitions they both aspire to and deserve within the town centre environment.

Our people have selfless spirit and a sense of pride that is immediately obvious, and innovation and enterprise are part of our DNA, and therefore we have a duty to ensure **Our Town Centre** provides a safe, living, working, visiting environment and atmosphere which supports the local economy and supports opportunities for our people.

Consideration is to be given to developing an inclusive economy for Oldham, a part of which will be influenced by the regeneration of the Town Centre. In a competitive market for private sector investment it is vital that Oldham continues to develop different models of investment to support sustainable employment and business growth and to take ‘community wealth building’ role, to encourage retention of income and wealth within the local economy.

This role as a ‘community wealth builder’ can be used to harness the potential of existing wealth, assets and institutions within a place and thus bring benefits for local economies and residents. In short, this is about maximising the impact of Council spend (both direct and indirect) to keep money in the local economy, to generate opportunities for local employment and skills development for residents of all ages.

This town centre vision seeks to nurture and create an environment where every Oldham child can truly aspire to be the best at whatever they choose to do. We know Oldham is a place where deep social and economic disadvantage still exists, and life can be a struggle for many, especially on the immediate boundaries of the town centre. We don’t pretend there are any easy routes to resolving inequalities, but we are clear that our role is to challenge perceptions and assumptions that damage **our town**. Though this refreshed vision, we want to lead by example, support transformational change and embrace and celebrate our unique diversity and cultural base within our local communities.

To help achieve this, we all need to be ambassadors / champions who believe Oldham Town Centre’s future is not pre-determined or inevitable, because the potential for lasting change is immense and this is what inspires and motivates us to do ‘our bit’ for ‘our town’, and we need to encourage others to do the same and join us in taking ownership. This co-operative borough is a great place with incredible assets – like our town centre - and only by working together can we make it even stronger and more resilient.

Through the review / refresh work for the town centre, we have identified a number of key building blocks / priority areas from which we can set foundations. Our Town Centre will therefore become a place that thrives, where our ambition for housing can be the catalyst for change.

The vision can be defined as ‘Our Town Centre: a place that thrives’ ... by:

- building quality homes;
- providing opportunities to learn, develop new skills and gain employment;
- having a diverse culture, leisure and night time economy;
- attracting, retaining and growing businesses;
- ensuring a safer, healthier, and friendly environment; and
- ensuring it is green, clean and sustainable.

2.1 Priority Areas – Ambitions and Outcomes

Priority Area	Ambition and outcomes
1 - a place that thrives by building quality homes	Quality town centre homes that: <ul style="list-style-type: none"> • increase the population living in the town centre • increase the footfall in the town centre • increase the number of young people staying in the borough • give a wider choice of residential options for all • support an increase in the town centre leisure offer • decrease anti-social behaviour
2 - a place that thrives by exploiting opportunities to learn, develop new skills and gain employment	A quality learning environment that: <ul style="list-style-type: none"> • increases footfall in the town centre • increases healthy opportunities for young people to access in the town centre • provides a coordinated and successful town centre education campus • increases access to work experience and jobs • provides quality Lifelong Learning • provides strong links between education and business
3 - a place that thrives by having a diverse cultural, leisure and night time economy	A diverse culture and leisure offer that: <ul style="list-style-type: none"> • increases the footfall in the town centre • increases dwell time by people visiting the town centre • supports an increase in tourism opportunities • gives a wider choice of activity for all residents and visitors • provides the opportunity to make the town centre a destination of choice • helps lead to an increase in job opportunities • showcases our heritage assets within the town centre
4 - a place that thrives by attracting, retaining and growing business	Thriving business growth and retail core that: <ul style="list-style-type: none"> • increases job opportunities and skills • offers a quality shopping experience accessible to all • includes a One Public Estate hub in the town centre • increases investment in creative and digital sectors

	<ul style="list-style-type: none"> • increases the office and service sector space • supports an increase in residents earning the living wage • decreases the number of voids in the town centre • increases the footfall in the town centre • increases the numbers of SME's and independent businesses
5 - a place that thrives by providing a safe, healthy and friendly environment	<p>A safe, healthy and friendly town centre that:</p> <ul style="list-style-type: none"> • ensures a fully accessible town centre that is easy to navigate • increases public perception and enhances image • decreases the opportunities for crime to take place • increases dwell time • increases footfall • fully enable inclusive initiatives and events • decreases road traffic • enables Active Streets • increases the opportunities for Get Oldham Growing
6 - a place that thrives by being green	<p>A green town centre that:</p> <ul style="list-style-type: none"> • increases the access to integrated public transport • increases purposeful green and open spaces • has low carbon / zero energy building and energy supply • increases dwell time • increases footfall • sets a high clean street standard

2.2 Sequencing / Building Blocks

Whilst we are clear in our ambition for housing in the town centre, we need to look to the housing market to ascertain the viability of building houses in such large numbers, especially without an established housing market (which may suggest initially that this is not commercially viable). However, all options for delivery will be explored, and we are clear that housing and the other priority areas cannot exist in isolation.

The foundations of this refreshed vision and masterplan are established on fundamental basics, which we simply have to get right: these are linked with the town centre being a safer, healthier, friendly place, which is clean, green and sustainable. We also need to keep, retain and support our established business base (SMEs, independent traders, and our retail offer) to ensure our residents have access to jobs and services they need. We need to continue to be ambitious and fill the empty units, support and create new business opportunities, and bring inward investment into the town

Building on these foundations there are opportunities to review and enhance the established culture and leisure offers already in the town centre. We need to look to enabling more evening activities and opportunities to diversify the night time economy with more restaurants and a wider selection of leisure activities. We also need to build on the excellent educational offer based here in the town centre, to provide life-long learning opportunities which are aligned to ensure pathways through to employment.

The draft Oldham Housing Strategy 2019 seeks to create an attractive 'housing offer' for existing and new residents by making a wider range of housing and financial products available alongside good advice and publicity about how to access those opportunities. The Strategy is purposefully bold and innovative to tackle the challenges that Oldham has had. The residential opportunities within the Oldham Town Centre will be intrinsically linked to

the Housing Strategy and shaped by local people and stakeholders through engagement and consultation.

Similarly, the housing rationale is supported through the evidence base collated for the Greater Manchester Plan for Jobs, Homes and the Environment (previously known as the Greater Manchester Spatial Framework). This work has been consistently showing that Oldham is planning to meet its housing need to support the local community, and in doing so, the town centre has to play an active part in delivering a minimum of 2,000 new homes.

Through this revised town centre vision, work is on-going to test the housing market and understand whether there are opportunities for higher density housing in the town centre environment to help reduce the impact and concerns raised by other communities across the borough, where housing land allocations have currently had to include areas of greenbelt and open space to ensure we can meet the housing need identified.

2.3 Revised Masterplan

Whilst further work and decisions on land use (section 4.0) are required to draw up a full defined masterplan for the town centre, the potential uses and zones have been mapped out (appendix A). This allows members and stakeholders to visualise the opportunities present within the town centre and the scale of regeneration required to achieve the vision.

Whilst the majority of the likely development land within the revised Masterplan area is owned by the Council or other public sector partners, there are a number of smaller parcels owned by third party land owners. The Council may if negotiations with these owners are either protracted or the outcome is unsatisfactory, need to consider using its compulsory purchase powers to ensure that these lands can be brought forward for development in comprehensive manner. This could also apply to other lands within the wider town centre to improve connectivity and public realm if it becomes clear that some key property owners are unwilling to negotiate.

It is proposed therefore that the Council signals its intentions and commitment to ensuring that the comprehensive regeneration of the town centre is neither stymied nor delayed by protracted negotiations by approving the resolution above to support in principle the use of Compulsory Purchase Powers subject to further approvals for the regeneration of the town centre, and in consultation with affected owners and occupiers.

3.0 Communications

A full communications strategy is to be drawn up to support the new Oldham Town Centre Vision, to help change perceptions and raise awareness of the transformational change and opportunities emerging from and within the town.

Although this is a long-term project with an uncertain delivery order and milestones at this stage, a clear strategy will be needed from the outset to define and agree our key messages, stakeholders and target audiences, and to define our channels and evaluation methods to test its success and impact.

This strategy will seek to promote the Oldham Town Centre Vision to a range of important local, regional and national audiences to maximum effect. It will showcase how the town is evolving, the rationale behind the new vision, and seek to influence and interest a range of external audiences from investors to developers and homebuilders to potential new residents. It will also seek to engage and explain this vision to our current residents, businesses and partners, with a view to creating ambassadors and advocates for the plans.

The strategy will also be firmly aligned to the administration's priorities plus the wider corporate Communications Strategy currently under development.

4.0 Delivery of the Vision

With momentum, energy, drive and determination in abundance, there are exciting times ahead for Our Town Centre. To support this continued wave of regeneration, there are a number of decisions required in 2019/20 that will help to determine land use within the town centre and enable the next iteration of the masterplan and associated delivery strategy.

Whilst we are clear that we want more housing in the town centre, the location and numbers cannot yet be defined. Therefore, in support of the options identified to date, the following decisions are expected to be considered by Cabinet in 2019/20:

- Public Service accommodation requirements
- Market Offer
- Event space and enhanced cultural offer
- Hotel and conferencing offer
- Town Centre Homes
- Enhanced and complementary educational and skills offer

All options and business cases for project development, delivery and implementation will then reported back to Cabinet for further consideration and decisions on how to proceed.

In addition to the above decisions, other regeneration activity has been collated within action plans. These plans have been developed to deliver the ambitions and outcomes within the Priority Areas and are being developed in conjunction with key stakeholders to ensure buy-in from across the Council and beyond.

When interrogating options for delivery of the action plans it is proposed to include a new criteria / selection process alongside the standard Council options analysis (financial and legal). An assessment can then be made to test whether each option can be achieved to deliver the priority areas using the criteria below:

Option (examples)	Vision Priority Areas					
	Build Quality Homes	Quality Learning Environment & Jobs	Diverse Culture, Leisure & Night-time Offer	Safe, Healthy and Friendly	Business Retention and Growth	Clean, Green and Sustainable
Do Nothing						
Refurbishment 1						
Refurbishment 2						
New Build						

✓✓✓	Strongly capable of achieving the relevant priority area objective
✓✓	Moderately capable of achieving the relevant priority area objective
✓	Marginally capable of achieving the relevant priority area objective
X	Does not achieve the relevant priority area objective

4.1 RIBA stages for Capital Project Delivery

Delivery of the project will be in accordance with the RIBA Plan of Work, as summarised in Appendix B.

5.0 Consultation

- 5.1 Consultation has taken place with Cabinet and the Councils Executive Management Team to define what a thriving town centre means for Oldham. The Vision and Priority Areas have been developed following the consultation workshops.

6.0 Financial Implications

- 6.1 The total costs of the Vision will be dependent on the schemes that are developed and the methods of procurement and delivery routes chosen.
- 6.2 Resources are available within the Council's earmarked reserves (specifically from dividend payments from the Council's shareholding in the Manchester Airport Group).
- 6.3 The Finance Service will work with the Regeneration team to develop financial modelling for the capital and ongoing revenue costs as the Town Centre Vision progresses. (James Postle)

7.0 Legal Services Comments

- 7.1 External legal and other appropriate professional advice will be in place to supplement in-house advice and to support the delivery of the projects developed by the Council to support the vision and to assist in the discharge of its fiduciary duties in the exercise of its powers to progress projects.
- 7.2 All work carried out/advice given will be governed by and in accordance with the Council's Constitution.
- 7.3 Any contracts for the supply of works, goods or services made in the name of the council will need to comply with the Council's Contract Procedure Rules and all relevant EU regulations. All land transactions will need to comply with the Council's Land and Property Protocols. All financial transactions will need to comply with the Council's Financial Procedure Rules.
- 7.4 The Council has a power of general competence detailed in Section 1 of the Localism Act 2011. This is subject to not being enabled to do anything prevented by a prohibition, restriction or limitation by other laws. The power is widely drafted in legislation and the economic regeneration and stimulus arising from the proposals give scope for the use of the power. However, the power has still to be exercised reasonably and in a public law context of taking into account all relevant matters, disregarding irrelevant matters, acting in good faith and not acting in such a way that no reasonable local authority would act. There are other powers available which will be considered and referred to as appropriate as projects come forward.

In developing projects the Council will need to be mindful of the following;

- **Procurement issues**
- **State aid issues**
- **The Council's Fiduciary Duty**
- **Best Consideration**
- **Vires Considerations**

In terms of the exercise of its powers the Council must ensure that it acts reasonably in the exercise of its powers. It must take account of all relevant matters, disregard irrelevant matters, act for proper purposes, observe procedural requirements, not act in bad faith and not take a decision that no reasonable local authority could take.

In addition to establishing powers the Council must also have regard to its duties whether relating to general public law duties such as:

- Wednesbury reasonableness
 - Rationality of decisions
 - Due process
 - Fiduciary duties – when making a decision to pursue a particular delivery option the Council must properly consider the available options to determine which is the best means of delivering its functions having regard to the effectiveness of the option to
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deliver its proper objectives and the commercial, financial, risks and legal implications of each option.

- Statutory duties – for example, rights under the Human Rights Act, securing best value, consultation, securing wider, social, economic and environmental benefits.

7.5 All legal issues will be reviewed and kept under advisement during the process and as the vision progresses. (Rebecca Boyle)

8.0 Co-operative Agenda

8.1 Our Town Centre – alignment with the Oldham Model

Inclusive Economy: We want to Oldham Town Centre to be a place where everyone has a fair and real chance to improve their own lives.

- **#ourbit** - We're working hard with partners across the town centre to ensure our people have access to education, employment, health services, food, shops and social events. We're investing in local priorities to support our local economy and to ensure services meet our local needs, provide efficient use of local assets and support the range of services needed by the local community.
- **#yourbit** - We hope the people of Oldham will have ambition for themselves and their families and develop their skills and abilities through the town centre facilities. We want residents to be proud of our town centre and talk positively about our town.
- **#result** - Oldham Town Centre has a fair, inclusive economy with resources and opportunities that everyone can benefit from.

Co-operative Services: We want to have the best public services in Greater Manchester that work together to improve ways of living for our residents.

- **#ourbit** - Within the town centre, our services will be joined-up and easy to use. Residents and businesses will be able to access the right support.
- **#yourbit** - Our people will be able to find the best solution for their needs for themselves, their families and their businesses without confusion or delays.
- **#result** - Town centre services and partnerships will work better together meaning residents and businesses have access to the correct support quickly and easily.

Thriving Communities: We want local people and communities to be healthy, happy and able to make positive choices as well as offering and accessing support when needed

- **#ourbit** - We're supporting people to take control and have more interest in the town centre communities and neighbourhoods where they live.
- **#yourbit** - Residents are actively involved in what's going on where they live in and around the town centre. They help neighbours and friends and look after the health and wellbeing of themselves and their families.
- **#result** - Services work better together across the town centre meaning residents have access to the correct support quickly and easily.

9.0 Human Resources Comments

9.1 None.

10.0 Risk Assessments/ Management

10.1 The specific risks to agreeing this Delivery Plan will become clearer as the detailed work on the options is undertaken. In terms of the Council's appetite for risk/ consequential benefits it needs to co-ordinate with the draft Housing Strategy which is also ambitious in its planned outcomes and the Medium Term Financial Strategy around financing going forward. (Mark Stenson)

11.0 IT Implications

11.1 None.

12.0 Property Implications

12.1 The report has no direct property implications. Any future property implications for the Councils estate will be picked up within future reports. (Roger Frith)

13.0 Procurement Implications

13.1 The required sourcing of all goods, services, and works will be carried out through full and robust procurement processes and in full compliance with Public Contract Regulations 2015, EU Treaty Principles, and Council CPRs. Early engagement of the procurement team is paramount to ensure suitable procurement and commercial strategies can be devised through cross functional agreement. (Dan Cheetham)

14.0 Environmental and Health & Safety Implications

14.1 None.

15.0 Equality, community cohesion and crime implications

15.1 None.

16.0 Equality Impact Assessment Completed?

16.1 No

17.0 Key Decision

17.1 Yes

18.0 Key Decision Reference

18.1 ECEN-06-19

19.0 Background Papers

19.1 None.

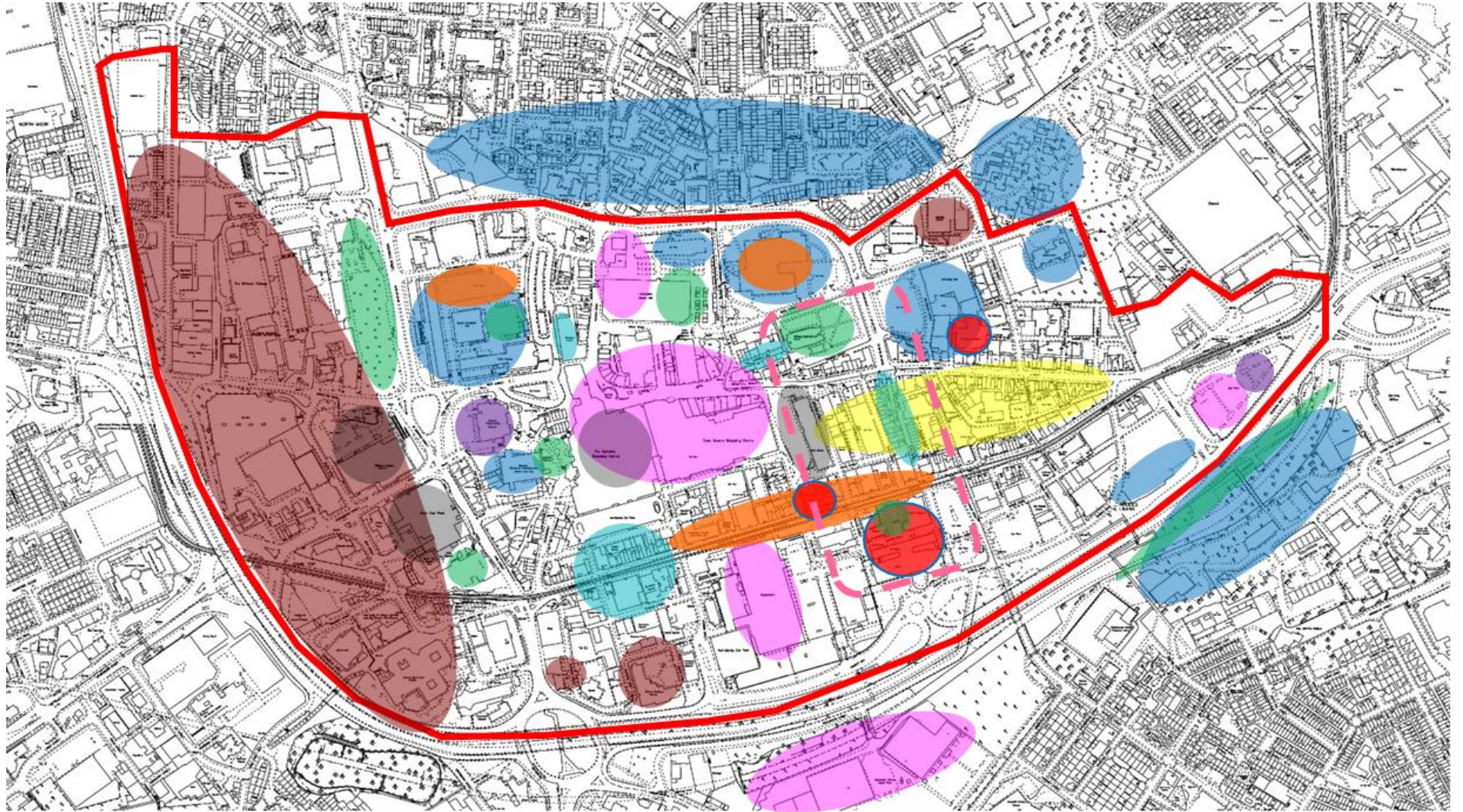
20 Appendices

20.1 Appendix A: Potential uses and zones in the town centre

Appendix B: RIBA Plan of Work for Capital Project Delivery

Appendix C: Our Town Centre Vision presentation

Appendix A: Potential uses and zones in the town centre



- Residential
- Green Space
- Leisure
- Hotel
- Retail
- Education
- Culture
- Night time Economy Area
- Office
- Civic Offices
- Core Conservation Area


Appendix B: RIBA Plan of Work for Capital Project Delivery

RIBA Plan of Work	0	1	2	3	4	5	6	7
STAGES	Strategic Definition	Preparation and Brief	Concept Design	Developed Design	Technical Design	Construction	Handover and Close out	In Use
TASKS								
Core Objectives	Identify Business Case and Strategic Brief	Develop Project Objectives, Sustainability Aspirations, Project Budget, Other parameters or constraints. Develop Initial Project Brief. Undertake Feasibility Studies and review of Site Information.	Prepare Concept Design (including outline proposals for structural design, building services systems, outline specifications). Prepare preliminary Cost Information. Prepare Project Strategies in accordance with Design Programme. Agree alterations to brief and issue Final Project Brief.	Prepare Developed Design (including coordinated and updated proposals for structural design, building services systems, outline specifications). Prepare updated Cost Information. Prepare Project Strategies in accordance with Design Programme.	Prepare Technical Design in accordance with Design Responsibility Matrix and Project Strategies to include all architectural, structural and building services information, specialist subcontractor design and specifications, in accordance with Design Programme.	Off-site manufacturing and onsite Construction in accordance with Construction Programme and resolution of Design Queries from site as they arise.	Handover of building and conclusion of Building Contract.	Undertake In Use services in accordance with Schedule of Services. Include post-occupancy evaluation, review of project performance, and project outcomes.
Procurement	Initial considerations for assembling the project team.	Prepare Project Roles Table and Contractual Tree and continue assembling the project team.	<p>The procurement strategy does not fundamentally alter the progression of the design or the level of detail prepared at a given stage. However, Information Exchanges will vary depending on the selected procurement route and Building Contract. A bespoke RIBA Plan of Work 2013 will set out the specific tendering and procurement activities that will occur at each stage in relation to the chosen procurement route.</p> <p>← - - - - - →</p>		Administration of Building Contract, including regular site inspections and review of progress.	Conclude administration of Building Contract.		
Programme	Establish Project Programme.	Review Project Programme.	Review Project Programme.	<p>The procurement route may dictate the Project Programme and may result in certain stages overlapping or being undertaken concurrently. A bespoke RIBA Plan of Work 2013 will clarify the stage overlaps. The Project Programme will set out the specific stage dates and detailed programme durations.</p> <p>← - - - - - →</p>				
Planning	Pre-application discussions.	Pre-application discussions.	<p>Planning applications are typically made using the Stage 3 output. A bespoke RIBA Plan of Work 2013 will identify when the planning application is to be made.</p> <p>← - - - - - →</p>					

Appendix C: Our Town Centre

Our Town Centre: a place that thrives

Refreshed Vision for Oldham Town Centre



Vision

Our Town Centre: a place that thrives

- A destination of choice
- A place people **want** to live, work and spend their leisure time
- Aspirational town centre that is adaptable to change
- USP ... ? So much already here
 - solid retail core
 - leisure, culture, heritage offer
- We need to fill the gaps to bring more people into the town centre to help it thrive – homes & night time economy
- Priority areas developed to assist in defining land use

Priority Areas:

Our Town Centre: a place that thrives ...

- ...by building quality homes
- ...by providing opportunities to learn, develop new skills & gain employment
- ...by having a diverse cultural, leisure and night time economy
- ...by attracting, retaining and growing businesses
- ...by ensuring it is safer, healthier and friendlier
- ...by ensuring it is cleaner, greener and sustainable



Delivering the vision

- Action plans developing for each Priority Area
- Cabinet Champions to be identified for actions
- Accountability across all services / portfolios
 - we can't deliver transformational change in silos
- Raise awareness of collective efforts in enhancing the town centre environment

Our Town Centre: Action Plans

Strategic Area	Strategic Action	Priority Area	Lead	Timeline	Current Status
Housing	1.1. Develop and deliver a new housing strategy	Housing	Strategic	2018/20	Not Started
	1.2. Develop and deliver a new housing strategy	Housing	Strategic	2018/20	Not Started
	1.3. Develop and deliver a new housing strategy	Housing	Strategic	2018/20	Not Started
	1.4. Develop and deliver a new housing strategy	Housing	Strategic	2018/20	Not Started
	1.5. Develop and deliver a new housing strategy	Housing	Strategic	2018/20	Not Started

Our Town Centre: focus on residential

- Several sites identified:
 - some available now
 - some that require unlocking
- Potential to deliver over 2,000 homes
- Opportunities for a mix of housing aligned to the emerging Housing Strategy and GMSF

Our Town Centre: next steps

Quick Wins / Progress areas for 2018/20:

- Oldham Museum and Archive (OMA): Heritage centre ✓
- Prince's Gate @ Mumps: Ltd / Knowledge / New Homes ✓
- Growth Deal(2): public realm improvements, more walking/cycling ✓

Decisions 2018/20:

- Town Centre Homes (Housing Strategy, detailed location, tenure mix)
- Future of Civic Centre (staff accommodation / land enable for homes)
- Future of Tommyfield Market (full site development to include homes)
- Event space: requirement of culture / hotel offer (visibility)
- Development of the Educational Quarter (new school/skills pipeline)
- Future of Coliseum (visibility / sustainability)

All options for delivery will be considered and reported back for decision