Purpose of Report

This report is an update for Members on progress on the Oldham Town Centre Investment Strategy and seeks approval for governance arrangements. It includes the following:

- A recap on the purpose and work involved in the strategy development and implementation
- Progress to date, and
- Proposed governance arrangements.

Recommendations

That

1. The content of the report be noted and the direction of the Town Centre Investment Strategy work be approved

2. The Town Centre Investment Strategy governance arrangements be approved

3. The presentation to Cabinet providing an overview of emerging principles in the draft Investment Strategy be noted
Town Centre Investment Strategy Update

1.1 This report is an update for Members on progress on the Oldham Town Centre Investment Strategy and seeks approval for governance arrangements. It includes the following:

- A recap on the purpose and work involved in the strategy development and implementation
- Progress to date, and
- Proposed governance arrangements.

1.2 Subject to approval of the arrangements, it is proposed to hold a first meeting of the Town Centre Steering Group at the end of February in order to meet the project timescale.

1.3 A presentation will be made to Cabinet to provide an overview of emerging principles in the draft Investment Strategy.

Background

2.1 On the 31st March 2010 Cabinet approved £350,000 towards the development and implementation of a Town Centre Investment Strategy.

2.2 The primary aim of this strategy is to create an investment framework to inform strategic investment decisions and help realise the full potential of Oldham Town Centre. It will also help to

- attract and secure public and private investment, and
- ensure the identification and delivery of opportunities created by the stimulus of Metrolink 3b in order to build on the Town Centre’s strong retail and education base.

2.3 The strategy will involve a series of overlapping stages and iterative work to:

- develop the investment framework
- produce a prospectus
- test the prospectus with public sector organisations and private developers, investors and end users
- procure private sector partners, and
- deliver significant new developments.

2.4 The strategy will be strongly geared towards establishing a clear long-term vision and framework for future investment which will give confidence to
potential investors and developers. In order to gain the necessary levels of confidence, it is important that the strategy has full cross party support.

Progress

3.1 Consultants are now appointed and started work on the 20th October. Taylor Young is the Masterplanning consultant and Amion is the Economic and Financial Modelling consultant. Further arrangements have been made for the engagement of property advice and project management support. A work programme is attached at Appendix 1. A series of regular – initially fortnightly – meetings has begun with the consultants with work well progressed on the development of the investment plan and prospectus.

3.2 A Town Centre Review was undertaken between October 2009 and January 2010. The outcomes of that Review informed the production of the Town Centre Action Plan and form the basis for the current work on the TCIS. The Review highlighted three main drivers for the regeneration of the Town Centre:

- Metrolink – this will stimulate and create development opportunities.
- Young People – a high proportion of the population. It is important that firstly, they benefit fully from first class education, training and employment opportunities, and secondly, that once they have jobs they live in the borough.
- Residential development – re-shaping the Town Centre to a more appropriate size will leave sites available for new Town Centre uses, principally residential, creating opportunities to provide more housing and to better connect the Town Centre to the surrounding residential areas. Rather than replicate the buy-to-let apartments model that failed with the housing market collapse, a buy-to-live, with more traditional-style housing, model is proposed.

3.3 Further work has begun on the Review proposals with a more detailed examination of key development opportunities. The aim here will be to identify both long-term realistic, commercially attractive and deliverable projects as well as quick wins. Initial work is concentrating on isolating key development opportunities. All this work is further informed and supported by the Greater Manchester Town Centres Study report and the wider strategic context emerging at city region and national level.

3.4 Both the masterplanning and the economic and financial modelling consultants are working together on the advancement of the Review work. This will ensure that the proposals taken forward will work from a design point of view and also from an economic and financial perspective. The economic aspects of the work will include assessment of the impacts of the projects to be taken forward. The assessments will be on the basis of Investment Plan criteria which will be embedded in the strategy and used for assessment of all future proposals over the life of the TCIS. These criteria will be in line with those which have been developed through work on the Manchester Economic Independent Review (MIER) and taken forward in the Greater Manchester
Strategy and Strategic Framework (GMS and GMSF) and the Local Investment Plan (LIP2).

3.5 As well as looking at the economic benefits that will derive from new developments the consultants will explore funding sources and developer, investor and end user interest. Although there are currently severe constraints on public sector funding it is inevitable that there will be calls for early investment in pre-development works (e.g. new infrastructure and advance public realm improvements) in order to attract private sector investment. New and innovative methods of funding will be investigated, including for instance the Regional Growth Fund and the Jessica Evergreen Fund, but it is likely that there will be additional calls on the Council’s capital programme. The Council agreed in July 2010, as part of its Capital Programme, to set aside £2m for a Development Acquisition Fund to support the Town Centre Investment Strategy.

Governance

4.1 New governance arrangements are proposed to oversee and direct the TCIS work (as attached at appendix 2). The proposed arrangements comprise a working group and a steering group (the Town Centre Steering Group) chaired by a lead member and where necessary reporting to Cabinet for decision-making. Draft terms of reference for the group are also appended (Appendix 3) and are recommended for adoption as part of the governance arrangements subject to review at the first session of the steering group.

4.2 Critical aspects relate to the composition of the groups and, in particular the level and extent to which the Town Centre Partnership and the private sector generally should be represented. The proposals presented include representation on the Steering Group from all three main political groups including the Shadow Member for Regeneration and Environment. This level of involvement is considered essential in order to achieve the degree of long-term commitment to the strategy that private sector partners will want to see. Town Centre Partnership representation is shown at the working group level. At Steering Group level it is recommended that the Town Centre Partnership Chair is invited to attend where appropriate e.g. when there are no issues of special sensitivity or confidentiality and specific input is required from the Partnership. The governance structure also indicates a leading role for a representative of the private sector at Steering Group level. This representative should have sufficient standing, experience and expertise to bring necessary commercial insight and add to the credibility and acceptability of the strategy to the private sector in general.

4.3 The Working Group will comprise all project leads and the group will be chaired by the Executive Director for Economy Place and Skills. An indicative list of projects is shown with the appended Governance diagrams. The diagram places the projects within the Town Centre Action Plan headings but it should be noted that most projects will deliver against several objectives. To rationalise the Working Group’s operation, projects will be combined and
the majority of detailed project work will carry on outside of the Working Group meetings.

5 Consultation

5.1 Council Officers, Members and the Town Centre Partnership (via the Town Centre Cabinet Members meetings). Further and wider consultations will be carried out during work on the strategy.

6 Financial Implications

6.1 None at this stage

7 Legal Services Comments

7.1 Any contract which the Council enters into will need to be compliant with the Contract Procedure Rules and where thresholds are exceeded, the relevant European Union public procurement regulations. Any land transactions necessary under the strategy will require compliance with the Land and Property Protocol.

7.2 Any proposed changes to the Council’s Constitution would need approval by full council [Rebecca Coldicott].

8 Human Resources Comments

8.1 None

9 Risk Assessments

9.1 None at this stage.

10 IT Implications

10.1 None

11 Property Implications

11.1 None at this stage.

12 Procurement Implications

12.1 None at this stage.

13 Environmental and Health & Safety Implications

13.1 None at this stage.

14 Equality, community cohesion and crime implications
14.1 None at this stage.

15  **Equality Impact Assessment Completed?**

15.1 Not for the purposes of this report but an EIA will be carried out of the TCIS before submitting for approval by Cabinet.

16  **Key Decision**

16.1 No

17  **Forward Plan Reference**

17.1 EPS-86-10

18  **Background Papers**

18.1 The following is a list of background papers on which this report is based in accordance with the requirements of Section 100(1) of the Local Government Act 1972. It does not include documents which would disclose exempt or confidential information as defined by the Act:

File Ref:
Name of File: Town Centre Investment Strategy
Records held in Economy Place and Skills
Officer Name: John Studholme
Contact No: 0161 770 4167

19  **Appendices**

19.1 Appendix 1 – Timetable

19.2 Appendix 2 – Governance Proposals

19.3 Appendix 3 – Terms of Reference
### Appendix 1 - Timetable

#### Oldham Prospectus Programme (rev4)

<table>
<thead>
<tr>
<th>Stage</th>
<th>Project meetings</th>
<th>Inception</th>
<th>Stage 2 - Investment strategy and prospects</th>
<th>Stage 3 - Consultations</th>
<th>Stage 4 - Final proposals</th>
<th>Stage 5 - Evaluation and procurement</th>
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</thead>
<tbody>
<tr>
<td><strong>Stage 1 - Inception</strong></td>
<td>Phase 1</td>
<td>Inception meeting and briefings</td>
<td>Baseline Paper (Nov/Dec)</td>
<td>Developer engagement</td>
<td>Final Prospectus (Feb)</td>
<td>Briefs, meetings and engaging developers</td>
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<td></td>
<td>Phase 2</td>
<td></td>
<td>Draft project proposals (Jan)</td>
<td>Public Realm</td>
<td></td>
<td>Tenders back (EDR)</td>
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<td></td>
<td>Phase 3</td>
<td></td>
<td>Draft Public Realm Strategy (Jan)</td>
<td>Public Realm Report (Draft &amp; Final) (Feb)</td>
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<td>Appointment of developers</td>
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<td></td>
<td>Phase 4</td>
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<td>Design Inputs to strategy (Feb)</td>
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<td></td>
<td>Phase 5</td>
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**Notes:**
- Key dates marked with '★'
- Milestones marked with '●'
- Consultant Workstream

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**Timeline:**
- October: Inception meeting and briefings
- November: Baseline Paper (Nov/Dec)
- December: Draft project proposals (Jan)
- January: Public Realm Strategy (Jan)
- February: Public Realm Report (Draft & Final) (Feb)
- March: Design Inputs to strategy (Feb)
- April: Final Prospectus (Feb)
- May: Appointment of developers
Appendix 2 – Governance Proposals

Governance

- Cabinet
- Lead Member
  - Town Centre Steering Group
    - Members – Cross Party Officers Consultants Private Sector
  - Town Centre Working Group
    - Project Leads – officers/consultants/partners
    - Chair – Exec Director EPS
  - TC Action Plan Objective 1
  - TC Action Plan Objective 2
  - TC Action Plan Objective 3
  - TC Action Plan Objective 4
  - TC Action Plan Objective 5
  - TC P’ship

Town Centre Steering Group Members & Private Sector Rep

- Deputy Leader (Chair)
- Executive Member for Leisure, Culture, Heritage & Tourism Services
- Executive Member for Regeneration and Environment
- Shadow Executive Member for Regeneration and Environment
- Joint Administration /Third Main Party Representative
- Private Sector Representative
- Town Centre Partnership Chair (when appropriate)
- Supported by the Chief Executive
Officers + Consultants reporting to Steering Group as required

**Officers:**
- Executive Director Economy Place and Skills
- AED Economic Development and Planning
- AED Strategic Projects and Assets

**Consultants – in an advisory capacity**
- Masterplanning
- Economic and Financial Modelling
- Property / Project Management

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**Objectives and Projects**

**TC Action Plan Objective 1**
Sustain the Town Centre Economy

**TC Action Plan Objective 2**
Develop the quality and variety of the Town Centre offer

**TC Action Plan Objective 3**
Maintain and develop the Town Centre’s accessibility, capitalising on the arrival of Metrolink

**TC Action Plan Objective 4**
Maintain and improve the appearance of the Town Centre as well as the safety & security

**TC Action Plan Objective 5**
Increase the Town Centre’s visitor numbers

**Projects**
- Metrolink (SW)
- Oldham Town Hall (SW)
- Coliseum (JS)
- Urban Design (TY)
- Strategic Property (DJ)
- Leisure (BD)
- Conservation (KH)
- Oldham College (AF/JB)
- RSC/OSFC (JC/JB)
- University (DB/ JB)
- Markets (ML)
- Media/Marketing (ML)
- Transport (AECOM)
- NGBA (JP)
Appendix 3 – Draft Terms of Reference for the Town Centre Steering Group

Terms of Reference for the Town Centre Steering Group

Draft – 31st January 2011

Purpose

1. To direct the development and implementation of the Town Centre Investment Strategy.

2. To monitor and review the strategy.

3. To request, receive and review reports from the Town Centre Working Group.

4. To refer recommendations onwards for approval at the appropriate level, including any necessary recommendations for the approval of the strategy and for implementation of its programmes and projects.

5. To keep under review the Town Centre Investment Strategy organisation and management processes so as to ensure that the Group makes an effective and efficient contribution towards the achievement of the Strategy objectives.

Membership

As set out in the accompanying diagrams.

Other members to be invited as required.

Meetings

The frequency, times and venues for the meetings is to be agreed by the Steering Group.