



ORESA

Oldham Rochdale
*Partners
in Action*

Investing in jobs, homes and communities



Oldham and Rochdale Prospectus 2010



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Foreword

Cllr Irene Davidson, Leader, Rochdale
Metropolitan Borough Council

Welcome to the Oldham and Rochdale Prospectus, produced by Oldham and Rochdale Economic and Skills Alliance (ORESAs), our strategic alliance for employment and skills, and the Oldham Rochdale Housing Market Renewal Pathfinder.

This Prospectus is the foundation of our single conversation with the Homes and Communities Agency (HCA) and Northwest Development Agency (NWDA). It sets out our two boroughs' opportunities, achievements and challenges in this difficult, yet potentially fruitful, time.

The Prospectus is the work of elected members, community representatives and officers from Rochdale and Oldham Councils and the HMR Pathfinder, working with colleagues from HCA, NWDA, the GM Economic Commission, Midas and others.

It defines a sound and credible way forward for the two boroughs and is realistically rooted in the current economic context, whilst looking forward to the economy's emergence from recession.

The Prospectus therefore defines the strategy and programmes which we intend to drive forward. A Business Plan which outlines the financial implications of our plans has been prepared. This is a constantly evolving plan and therefore is presented separately from this document.

The Prospectus embraces the past work of both Councils in the fields of housing, employment, inward investment and skills. It sets out a future based upon an integrated approach to jobs, homes and communities, reflecting both an area and opportunity based approach.

We don't underestimate the challenges we face in terms of investment, housing need and tackling worklessness. These reflect both the long-term issues brought on by restructuring in the manufacturing sectors, and in the shorter term, the serious impact of the recession.

There are also opportunities to be seized and real achievements to build upon. Our flagship business parks, Kingsway and Hollinwood, continue to attract interest and are poised to take up further investment as the recession ends.



Cllr Howard Sykes,
Leader, Oldham Council

HMR and housing newbuild programmes are delivering real and lasting change, introducing a better choice of modern living which is encouraging people to stay in our boroughs. These programmes are transforming deprived areas such as Langley in Rochdale and Werneth in Oldham and giving them a new future.

Our track record in area based regeneration through Single Regeneration Budget, New Deal for Communities and Neighbourhood Regeneration Fund schemes has laid a firm foundation for strengthening communities.

The town centres are poised for redevelopment, or have developments completed and well underway for example Middleton which has a new £13 million leisure and civic centre, a £4.5 million bus station and construction starting on a new supermarket that will create more than 100 new jobs.

Our position in the Manchester City Region is clear to us – both Oldham and Rochdale can benefit from and contribute to City Regional growth by:

- improving skills locally
- enhancing transport links to the regional centre
- maximising the 'housing and lifestyle' offer

And crucially attracting and developing local industries and employment in sectors supportive of and complementary to the City Region's existing growth poles.

The Prospectus and Manchester Independent Economic Review (MIER) processes have been running in parallel, and we have incorporated much of the emerging thinking from the MIER into this Prospectus.

We are fully committed to our aim of improving the quality of life in Oldham and Rochdale and supporting our communities. Our commitment to delivering quality places extends to neighbourhoods across the two boroughs. We seek the continuing support of the Homes and Communities Agency and Northwest Development Agency in delivering our vision for the area.

As you will see, Oldham and Rochdale already have a history of successfully working in partnership and understand the strength gained from a collective approach.





1. Our vision and strategy

Vision

“By 2020 Oldham and Rochdale will be thriving, playing a new and dynamic role in the world-class Manchester City region.

“Renewed economic prosperity will be supported by our transformed housing markets, which will assist in creating sustainable, cohesive communities.

“The boroughs will be great places to live for existing and new residents. Residents will enjoy higher income levels, quality local facilities and an excellent quality of life within our urban and rural areas.”



Long-term strategy

This Prospectus defines our strategy and priorities at a joint borough level. It is at this level that we are already working together to integrate and coordinate our key investment programmes.

This integration is based on experience over three years during which time Oldham and Rochdale have been working together on plans and investments through HMR and ORESA.

Our strategy is to diversify and grow both our employment and our housing base so that a strengthened Oldham and Rochdale will improve the overall performance of the City Region. Together the boroughs will play a supporting and complementary role as part of the multi-centred Manchester region.

We will be investing in jobs, homes and communities, encouraging economic sustainability and increased incomes, developing more and higher quality homes and tackling deprivation through integrated action within communities.

By taking these actions in these three key strategic areas, we believe our ultimate goal of developing sustainable communities will be achieved.

Jobs

Our research tells us that there will continue to be economic restructuring in both boroughs and new jobs will need to be created to replace those which are lost. We know that a strong economy is the key foundation for driving sustainable jobs and housing markets. We support the MIER Analysis that increasing productivity in MCR will increase living standards and boost UK growth. We make the same argument here – increased productivity in Oldham and Rochdale will increase local living standards and boost growth in the city region – i.e a strong economy in Oldham and Rochdale is good for MCR. **That is why our aim is to create a broad based, diversified economy with a higher gross value added (GVA) economic output for each resident in the area.**

We also support the MIER findings on the main mechanism to increase productivity ie:

- Raising skills levels
- Making the area more attractive for a) business to invest and b) people to move into
- Reducing housing and transportation costs

We will therefore raise skill levels and incomes per head and increase employment levels so that more people gain employment and earn higher incomes in our boroughs and in the City Region.

These actions will diversify the economy, making it resilient and able to respond to global economic challenges. Crucially, they will inject higher income into the area so that households can buy new homes that meet their needs and support local services.

Whilst the boroughs will remain net contributors of commuters to the City Region urban core, becoming dormitory areas for Manchester is not a strategy option.



Homes

We will transform target areas into vibrant mixed communities, catering for projected growth and providing homes to attract employees working in new businesses. The cornerstone for such a strategy is to encourage high quality developments where people want to live and belong.

We will therefore invest in inner urban areas close to transport links, in former social rented areas with the potential for transformation and growth and in selected developments in quality urban and semi-rural locations.

The transformed housing stock and housing market is vital to our ambition to retain and attract a better educated workforce to the boroughs.

Communities

We will tackle deprivation in our communities by working with our partners on, for example skills and work, so that areas and individuals are less disadvantaged.

Our response to the economic downturn

We recognise that the current economic downturn is impacting heavily on businesses and employees, on our housing markets and on new developments and investment industry and on local people in our communities.

In response we have revised our short-term plans putting in place positive support mechanisms for those most affected and we are actively preparing for when we come out of the downturn.

Clearly the recession has resulted in job losses and so we are increasing support to local business.

Our programme of new housing development and regeneration will support jobs and retain local construction capacity and we are identifying innovative ways to ensure that development momentum is maintained.

HMR's recent Investment Plan takes account of some of the issues arising from the downturn.

Likewise, ORESA has revised its employment sites and economic development programme to closely align its activities with this Prospectus. Rapid response mechanisms have been put in place for decision making and financial interventions.

We are closely monitoring impacts with an eye on cohesion issues, which through experience we know can be amplified in a recession.

We are supporting job creation and helping to keep momentum in developments during the tough economic climate.





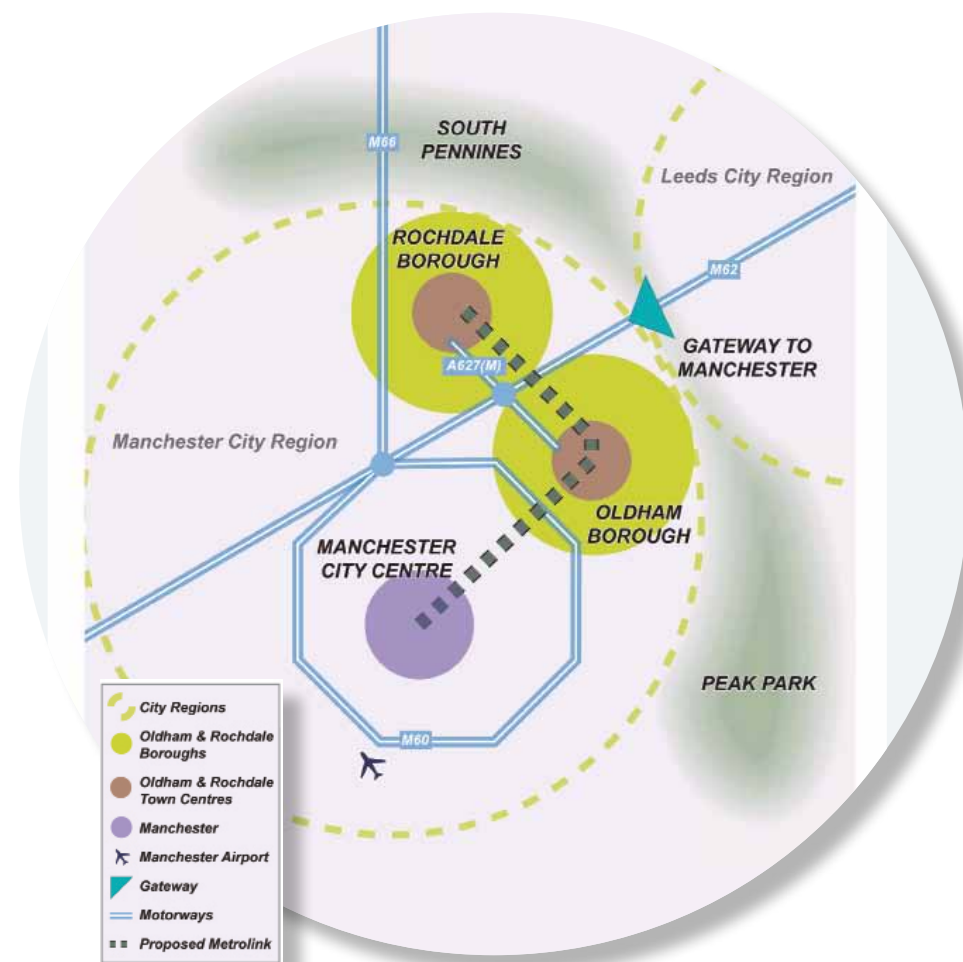
2. Our assets

Location

We are:

- in a central position on the M62 Corridor linking Liverpool with Leeds and Hull, at the cross roads of the M66, M62 and M60. There is easy access to Manchester Airport, a major international airport as well as Leeds Bradford Airport.
- an integral part of the dynamic Manchester City Region where we are working with partners to play a positive role in the future.
- The key gateway to the North West region from Yorkshire by road, rail and motorway. Oldham and Rochdale occupies “a pivotal position between the Manchester and Leeds city regions”(MIER 2009)
- to be better connected to Manchester city centre by the Metrolink tram extension, forming a growth corridor for housing, employment and higher education.
- fortunate to have superb countryside – Pennine Manchester. This is a resource for the City Region and local communities. It provides visual amenity and unique active outdoor recreation resource. No residential location in the boroughs is more than two miles from open countryside. Lakes and reservoirs and the waterside amenity of the re-opened canals benefit both boroughs.

Oldham and Rochdale in the sub-region



Jobs, skills and people

We have:

- a large manufacturing sector based on traditional strengths and skills. We are supporting those moving into more advanced manufacturing products and processes, as well as responding to the needs of companies in declining sectors.
- companies in higher value-added manufacturing sectors, and companies active in exporting and SMEs in niche markets, all of which present opportunities for enhancing the GVA of Manchester City Region.
- a significant logistics sector thanks to our great strategic location.
- the opportunity to diversify and restructure the economies into modern diversified employment sectors.
- new colleges and schools spearheading the drive for improved education and skills, building upon the strong recent education performance of our students.
- an application at an advanced stage to develop a Regional Science Centre at Oldham Sixth Form College which will also provide science facilities for the University Centre Oldham. Plus there are plans in place for a new Sixth Form College in Rochdale town centre.
- strong and strengthening connections to Universities, not least with the recently extended University Centre Oldham and the emerging partnership between Hopwood Hall College and Manchester Metropolitan University.
- a growing population, bucking the trend in Manchester City Region. We have an increasing young population, particularly within the BME community, feeding into higher attainment in education and into the job market.

Homes

We are:

- restructuring inner areas through Housing Market Renewal investment to provide greater diversity of choice of high quality homes in accessible urban locations.
- remodelling former social rented areas to provide for housing growth and a sustainable mix of homes.
- developing a much more diverse housing offer to include larger homes, attractive to economically active people.
- building new affordable homes to meet identified need and demand, contributing to the delivery of the Regional Spatial Strategy cross tenure targets.

We have:

- attractive Pennine Villages with relatively affluent communities in rural settings in Littleborough and the Saddleworth areas. There is potential for more attractive sites to be created on brownfield sites (former employment sites) in Pennine Fringes and along navigable waterways such as Rochdale Canal and Huddersfield Narrow Canal.
- diverse urban, well-connected neighbourhoods served by thriving local centres such as Shaw, Royton, Middleton and Heywood.
- high value housing areas close to semi-rural locations and high quality parks such as Royton Park, Tandle Hills Country Park, Woodhouses, Daisy Nook and Ashworth Valley.

We have major employment sites ready for further development, which will create thousands of new jobs.

Development sites

We have:

- major regional strategic employment sites ready for further development at Kingsway in Rochdale and Hollinwood in Oldham.
- a number of other locally important business parks and employment areas strategically located across the two boroughs.
- significant town centre redevelopment proposals programmed to start at Town Centre East and the riverside area in Rochdale; and West End, Oldham, as well as in Middleton, Heywood and other district centres.
- housing sites prepared and ready for development at St Mary's in Oldham Town Centre; Spencer Street in Werneth; Dale Mill and Bellfield in East Central Rochdale; together with major opportunities at Langley and Kirkholt in Rochdale Alt and Sholver in Oldham; and key sites in the Central Heywood Regeneration area in Rochdale.
- a phased programme of new build development, on Rochdale Boroughwide Housing and First Choice Homes Oldham estates, using status as pre-qualified partners to access the National Affordable Housing Programme.



Transport connections

We:

- will, in the medium term, be served by a light rail system that will greatly modernise our connections into Manchester City Centre and beyond and also between the two boroughs.
- will maximise the economic and regeneration benefits of Metrolink travelling through our town centres.
- have fantastic motorway connections to the North West and Yorkshire regions via M62, M66 and M60.
- have strategic heavy rail connections to Manchester and Leeds.

Organisational capability

We have:

- a successful track record of joint working across Oldham and Rochdale and are organised to deliver across both boroughs. We already have joint meetings of our Local Strategic Partnerships, HMR, ORESA, Rochdale Canal Project, Kingsway Employment Zone, J21 Employment Project, Public and Private Supply Chain projects, Employment Land Reviews, RO:SE Bid, Street Lighting PFIs, RSLs and other development partners.
- a track record of delivering major investments including Kingsway, key local employment sites, Town Centres investment, HMR Investment, New Sixth Form Colleges, University Centre.

- an established reputation for taking an investment-oriented approach with successful engagement of the private sector. We have an appetite for using new investment vehicles – for example Pennine Land Ltd (a public-private development company based in Rochdale) and we are actively considering the use of asset-backed vehicles.
- delivered joint studies, research and analysis of economic and housing markets, ensuring we have a shared understanding of key issues.
- local authorities, police and health authorities working to the same geographic boundaries. In addition the IMPACT and Unity Partnerships (our strategic service delivery partnerships) include the same partners thereby increasing opportunities for joint working.
- a strong community engagement approach and track record in all programmes; with Rochdale Borough Council having Beacon Status in this field.





3. Our challenges

Economic challenges

The challenges facing our economy have been clearly defined in the original 'Grimley Report' which proceeded, and led to, the formation of ORESA. This analysis has been recently updated through work commissioned for this Prospectus, undertaken by Oxford Economics (OE).

Economic restructuring

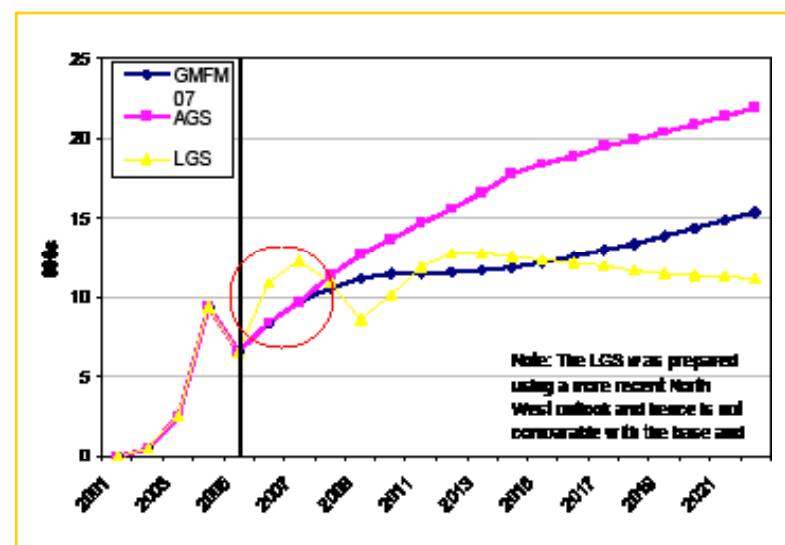
Our original forecasts (blue line on graph below) were that restructuring in the manufacturing sector will continue with losses in the vulnerable sectors therefore continuing.

The scale of this change means that around 10,000 jobs are forecast to be lost over the next 10 years.

Until recently it was expected that these losses would be made up by growth in new sectors – giving a net growth of +3,300. However, recent revised forecasts (see yellow line below) suggest additional losses of over 3,000 jobs in the next two years as a result of the downturn.

This therefore projects **virtually no growth over the next 10 years.**

OE comment that this fall could be even higher depending on the extent and depth of the current economic circumstances.



Current employment structure

Oldham and Rochdale have a high dependence upon sectors where there are less long-term growth prospects; and low representation in recent growth sectors. Perversely this may mean that any credit crunch losses in banking and private services, for example, may be less here.

GVA

The area has a low productivity – GVA per capita – compared with the City Region.

Currently it is 4% lower and is forecast to rise to a 10% gap if no action is taken. This gap is almost entirely due to the industrial structure which is biased towards lower value added, lower skill operations.

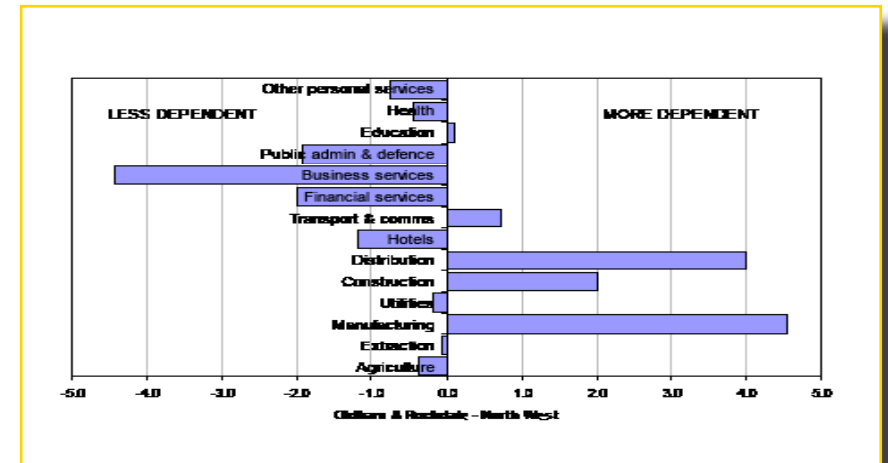
Business/enterprise

The 'stock' of businesses is low – 480 businesses per 10,000 population compared with 600 nationally.

Business start up rates are low – 38.8 per 10,000 compared with 51.1 nationally. For those businesses that do start up, their survival rates are moderate – historically ORESA has a higher level of business failure than nationally.

Business premises

Land and premises will be needed to accommodate the 10,000 new jobs to be created (see Economic Restructuring section above). Additional land will also be required to replace that lost to other uses within the urban cores. This means that in the long-term, more land in accessible locations will be needed, in addition to Kingsway and Hollinwood.



The area has the oldest stock of business premises in the country – it has the highest proportion of pre-1940 floorspace than any other industrial area in the UK. Much of this property is located in inappropriate areas not suited to modern business, namely in inner urban areas, too close to housing.

Together these mean that **the area does not currently have the property or land profile to meet the requirements of the modern economy.**

Environmental businesses

We are committed to supporting the development of sustainable communities. This means sustainable transport links, energy efficient homes and business premises and taking advantage of the opportunities for environmental business opportunities.

Housing challenges

Growing population

Our growing population is both a challenge and an opportunity. Forecasts suggest a population growth of at least 8,300 by 2017.

However, the economic downturn could mean a higher population growth for Oldham and Rochdale of 10,300 because the model assumes less outward migration due to fewer employment opportunities elsewhere. This means the larger population would include a larger proportion of unemployed people, potentially increasing the polarisation already seen in the boroughs.

House price change

House price growth has levelled off and over the last year has fallen. In addition, re-sales have fallen dramatically.

Estate agents are reporting that the terraced housing market has fallen by 15–20%. During the last property price correction, prices in the Oldham and Rochdale area fell by 50% but took longer to take effect, lagging behind the South East by about 12 months. This time, price corrections have occurred everywhere at the same time, probably because credit availability has dropped away across the whole country.

Quality and size of housing

Much of our existing private sector housing is of low quality and many homes are in need of repair. There was little investment prior to the HMR Pathfinder, in quality new homes or in refurbishing the existing stock. There is little diversity in the housing stock with an abundance of small, terraced housing in the private sector and flats in the public sector. There is a particularly acute shortage of larger, family housing both in the private and social sectors.

Much of the existing social housing is ageing and in some areas is of poor urban design. There are high rates of overcrowding in parts of the

boroughs, reaching 44% in some areas of the private rented and owner occupied stock.

Our new build survey showed that high quality modern homes, such as those provided through the HMR Pathfinder, are starting to attract and help retain households with higher level skills and qualifications.

There is a specific need for more social housing for people with physical disabilities and to meet the future needs of older people including extra care schemes. Our provision of 'lifetime homes' bungalows through new build social housing will provide quality choices for older residents helping to free up under-occupied family size homes.

External image and perceptions

The external image of the area is poor – it is perceived as "not a nice place to live". Where this is a correct perception, then we need to change the circumstances; where this is an incorrect perception, then the perceptions need to be changed.

Private sector investment

Historically low levels of private sector investment have been exacerbated by the economic downturn.

Environmental standards

We are already delivering Affordable Warmth Strategies, high levels of eco-design are the norm in our HMR developments, our new schools are built to high environmental standards and we can demonstrate innovation in our new developments, which has been recognised with a number of national awards.



Social challenges

Rochdale and Oldham are the third and fourth most deprived boroughs in Greater Manchester, after Manchester and Salford (based on Average Rank SOA Score – see final column in the table below).

Greater Manchester authorities at district level

Authority	Rank of local concentration	Rank of Extent	Rank of Income Scale	Rank of Employment Scale	Rank of Average SOA Ranks	Rank of Average SOA Scores
Bolton	24	42	31	27	65	51
Bury	88	113	84	75	136	122
Manchester	4	5	2	3	4	4
Oldham	23	34	39	49	53	42
Rochdale	10	28	44	40	35	25
Salford	7	20	40	28	24	15
Stockport	84	141	67	59	190	161
Tameside	54	56	56	44	47	56
Trafford	127	134	80	76	204	178
Wigan	53	63	41	9	80	67

In Rochdale Borough, of the 135 defined areas:

- four are in the 100 most deprived SOAs in England
- sixteen are in the 3% most deprived
- thirty six are in the 10% most deprived
- fifty seven are in the 20% most deprived

In Oldham

- two are in the 1% most deprived
- twenty one are in the 5% most deprived
- thirty seven are in the 10% most deprived

We welcome the MIER analysis of deprivation in MCR and the acknowledgement of the concentrations in Oldham and Rochdale.

We also agree that the factors influencing positive change include more residents with skills of at least NVQ Level 3, less social housing in some areas, proximity to economic growth, access to entry-level jobs.

Educational attainment

Significant improvements in educational attainment have been seen in Rochdale Borough over recent years. From 2002 to 2007 the gap between Rochdale Borough and the England average for pupils attaining 5A* to C grade GCSEs has narrowed from 11.6 to 6.1 percentage points.

Improvement in educational attainment has also been seen for those pupils from our most deprived communities; however their performance still lags significantly behind pupils from more affluent parts of the borough.

Skills base

There is a low skills base in the boroughs. At every level of the skills continuum, the area underperforms:

- forty per cent have no qualifications, which is not likely to change significantly in the short term
- thirty six per cent have Level 3 skill compared with 44% nationally
- thirty nine per cent have Level 4 compared with 56% nationally

Employment/worklessness rates

Oldham and Rochdale have the second and third highest levels of worklessness in the City Region (March 2008):

Area	Number	Rate %
City of Manchester	116,500	37.3
Oldham	43,300	32.5
Rochdale	38,900	30.7
Wigan	54,400	28.5
Bolton	43,700	27.3
Tameside	36,100	27.0
Salford	36,800	26.7
Salford	36,800	26.7
Bury	27,700	24.6
Trafford	29,100	22.3
Stockport	34,400	20.0
Greater Manchester	460,700	28.7



4. Integrated plans for jobs, homes and communities

Introduction

Our plans are integrated at three main levels:

Firstly, this Prospectus defines our strategy and priorities at a joint borough level. It is at this level that we are already working together to integrate and coordinate our key investment programmes. The Prospectus therefore does not cover everything we aspire to address through respective borough masterplans and strategies; but it does represent the framework and current priorities for shared investment amongst public agencies and notably HCA and NWDA.

This integration is based on experience over three years when Oldham and Rochdale have been working together on plans and investments through the HMR Pathfinder and through the new working arrangements to tackle joint economic challenges – ORESA.

Our plans have been devised through the appraisal of strategic options which have led to a focused, prioritised series of programmes that meet long-term and medium-term challenges.

Secondly, within the two boroughs, regeneration is driven and coordinated through the two borough masterplans and the local community plans. The emerging Local Development Frameworks also support our plans.

Thirdly, at area and neighbourhood levels both boroughs have clear plans for integrated interventions.

In Oldham, a series of Area Regeneration Action Plans (ARAPs) cover the entire borough. The ARAPs are physical regeneration plans. There is also a series of masterplans for district centres at various stages of development. These key community hubs provide essential services for local neighbourhoods and contribute to our goal of achieving sustainable communities.

These plans are complemented by LAA delivery programmes that include key work focused on certain wards for safer, cleaner and greener neighbourhoods as well as reduction of Incapacity Benefit and unemployment.

In Rochdale a new approach is being taken to drive and integrate change at a local level. New Sustainable Communities Teams are being put together, based in six priority regeneration areas, with interdisciplinary skills covering physical, economic and social disciplines. This will provide a unified managerial structure to drive forward the transformation agenda at the area level and engage with partnership agencies to address the broader economic, physical, social and environmental challenges within these communities.



Linkage and connection to key partner strategies

Our integrated plans are designed to address the challenges and opportunities within our communities. At the same time they provide key outputs and outcomes for our key partners.

These partners include:

Homes and Communities Agency

This Prospectus is intended to inform the 'single conversation' which the two boroughs will have with the HCA. Close liaison with the new HCA team has been maintained throughout the drafting of this Prospectus.

The Prospectus demonstrates how, through focussed investment by partners, the area can contribute to the key themes and outcomes of the HCA Business Plan, namely

Growth: our strategy is based on growing population and jobs and sites are sites already available for housing and employment

Renewal: renewal of our communities will continue through a focus on regeneration areas, HMR and HIP activity

Sustainability: we aim for economic and environmental sustainability through high quality; high spec development; local lettings; encouraging level 3 or 4 skilled residents, broader income mix; and greater cohesion

Affordability: increased affordability will be delivered through better tenure mix, intermediate tenures, rent-to-buy, HomePlusPlan, and equity models.

Northwest Development Agency

A new Integrated Regional Strategy (RS2010) is being prepared which for the first time will draw together physical, economic, environmental and transport plans. This Prospectus covers similar topics and seeks to demonstrate how the area can contribute to regional objectives and priorities. More specifically the Prospectus demonstrates how our key programme and projects relate to the 2009–11 NWDA Business Plan.

Greater Manchester partners

The Greater Manchester Strategy (GMS) sets out a clear agreed vision and statement of the City Region's ambitions, covering:

- sustainable economic development.
- transport.
- housing.
- infrastructure.

The Greater Manchester Strategy is informed by the Manchester Independent Economic Review (MIER) which has been used to inform the economic analysis in this Prospectus

The Greater Manchester Strategy will be developed into a Spatial Strategy which provides more detail on major projects and regeneration programmes in the sub-region. The Spatial Strategy will identify those key employment opportunities such as Kingsway and major transport investments particularly those which support key employment growth areas such as the City Centre and Airport and identify priority regeneration areas.

The Prospectus shows how strong Oldham and Rochdale Boroughs can contribute to the success of the City Region and this Prospectus deliberately covers a similar agenda so that it can be seen as the Rochdale and Oldham chapters of the GMS.

Appendix Note 1 shows how the Prospectus delivers against the eleven objectives of the GMS.

Oldham and Rochdale Boroughs
are experienced at working in
partnership and delivering results.

Spatial priorities for investment in jobs, homes and communities

The over-arching ORESA/HMR strategy for investment has two clear and coherent spatial dimensions.

Firstly, in the context of the City Region, the opportunity is for a concentrated programme of economic and physical regeneration across a swathe of the North East quadrant of Greater Manchester, along critical public transport corridors.

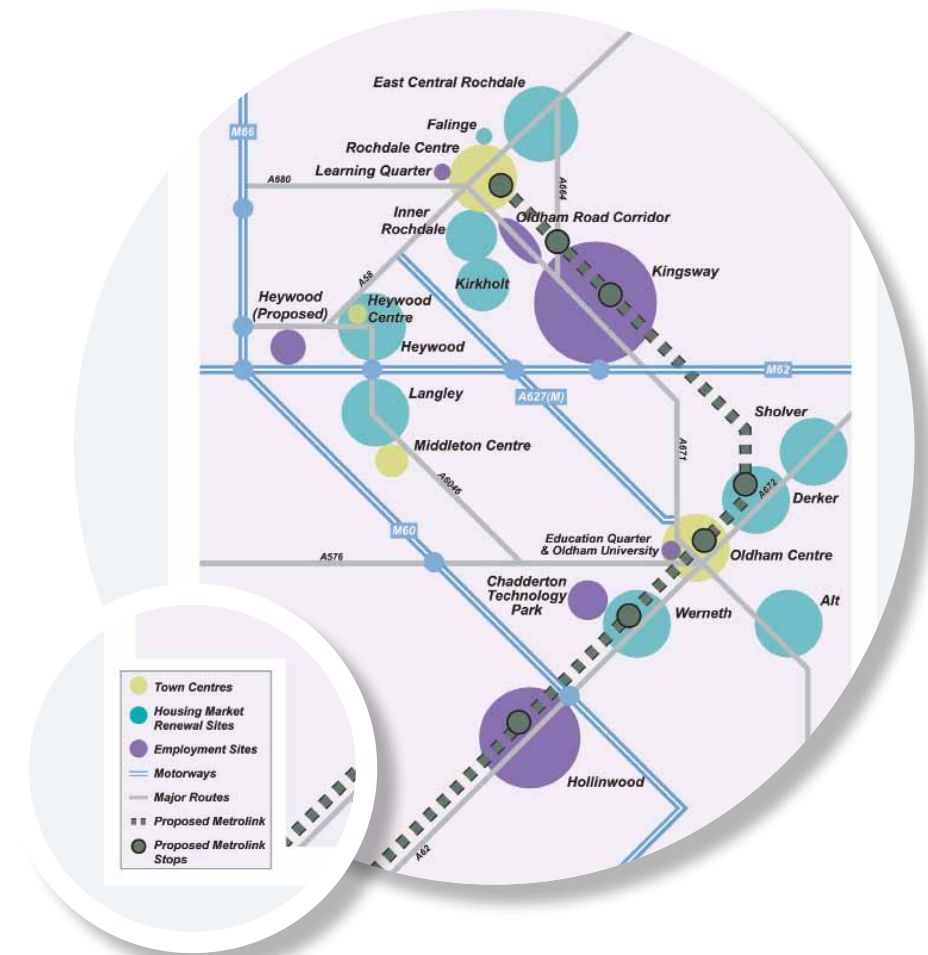
This offers a critical mass of regeneration activity which is an opportunity of regional significance and which is necessary if the structural economic and social challenges of the Manchester City Region are to be addressed.

It is also necessary if Oldham and Rochdale are to play their full part in the economic success of the City Region as a whole, building on existing strengths.

Secondly, the M62 and M60 corridors remain locations of regional significance, providing connections to the Greater Manchester, Liverpool and Leeds City Regions. The corridors provide strategically competitive locations for business e.g. Kingsway and Hollinwood business parks, and access to key housing investment growth areas, particularly in Middleton and Heywood and Inner Oldham.

In presenting these priorities we have already taken tough decisions about focusing our attention and investments on a targeted number of areas and programmes.

Oldham and Rochdale spatial priorities





JOBS, HOMES AND COMMUNITIES

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JOBS, HOMES AND COMMUNITIES

5. Jobs, homes and communities programmes

In this section we outline the main programmes which we will deliver in order to achieve our vision.

Each programme is presented in a similar way where we outline our approach and rationale, followed by an explanation of what the programme will contain.

Jobs

Oldham and Rochdale will need to maximise job opportunities linked with housing and regeneration programmes to benefit the local labour market and local businesses through supply chain opportunities and construction related employment.

Strategic employment sites

Approach

Our forecasts suggest that economic restructuring will mean a loss of around 10,000 jobs, almost matched by a gain of 10,000 new jobs in growing and new sectors. Well located land and premises will be needed for these jobs.

We already have plans for major sites at Kingsway and Hollinwood and these both need to be driven forward. We also know that these two major sites on their own will not be enough in the longer-term and a search for new strategic locations will be needed.

Programme

- **Kingsway, Rochdale**

Kingsway is a 450-acre site with direct access off the M62 at Junction 21. It incorporates a proposed Metrolink stop to serve the business park and provide ready access to a large labour catchment area.

It will deliver 7,250 jobs in 10 to 15 years and support 1,570 indirect jobs.

Kingsway offers sites for both large and small employment users. In total there will be 3.6 million square feet of floorspace of which 3.1 million square feet will be industrial, 300,000 sq ft will be offices together with hotels, leisure, local retail and other facilities as well as 300 high quality homes. It incorporates Stanney Brook Park – a 70 acre river valley area.

Kingsway is an NWDA Regional Strategic Employment Site. It is also located close to the HMR intervention areas at Kirkholt and Inner Rochdale and Metrolink will provide improved access to a wider area including HMR intervention areas such as Derker and Werneth in Oldham.



- **Hollinwood employment area, Oldham**

Hollinwood is situated at the junction of the M60 and the A62 which connects Oldham to New East Manchester and Manchester City Centre, on the Metrolink Line.

A Masterplan has been developed for the area which will be the biggest new development opportunity for employment within Oldham. This is a long-term plan which will take 10–12 years to complete and will deliver 48,000 sq m of commercial development with the creation of 2,000 jobs. Hollinwood is within Oldham's HMR area and is directly adjacent to one of the current intervention areas at Werneth. Hollinwood is recognised as a Regional Strategic Employment Site.

Oldham is bringing forward land at Foxdenton, (currently classified as and reserved for future development and other protected open land), as a new employment site as part of the Local Development Framework. This site, along with the existing Broadway site and Hollinwood, will form a much larger and more significant employment site – Oldham's M60 Employment Zone.

Future opportunities

Even when the current extensive proposals are delivered, more will need to be done to deliver the scale of jobs required. Better sites and premises are therefore needed in the long-term. Even though these may be ten years into the future, experience suggests that preparation work needs to start now.

We will therefore prepare the detailed case now for further new investment in the longer term. An opportunity has been identified south of Heywood which will be examined and further detail will be provided in future versions of this Prospectus.

Forecasts show a loss of around 10,000 jobs, almost matched by a gain of jobs in growing and new sectors.



Quality local employment sites

Approach

Whilst the strategic sites are important in locating new large scale and inward investment opportunities, we will also need different types of site to cater for different and specialist types of businesses. These are likely to be located in good quality, local employment sites.

Priority is given to local sites that relate closely to our Housing Market Renewal areas, deliver services to our growing town centres and focus on key Metrolink stops.



Programme

• Chadderton Technology Park, Oldham

There is a key opportunity to build upon the presence of Zetex (the only manufacturer of micro chips in the UK) developing high value supply chain businesses in the area.

This site is close to the HMR area at Werneth, the planned local Metrolink stop and the M60 and M62 motorways.

• Key gateway and economic corridor sites

Located on key corridors connecting motorways and town centres this project provides quality employment sites close to key infrastructure (including Metrolink) and adjacent to HMR areas. Some of these development sites will play a crucial role in enabling the decanting of businesses from HMR areas.

The project is currently focused on Oldham Road and the A627M corridor in Oldham and Rochdale including:

- Oldham Road Corridor, Rochdale
- Oldham Athletic Development Opportunity – key mixed use site
- A62 Oldham Corridor
- Royle Road and Centenary Park, Rochdale – key employment site

• Belfield Business Neighbourhood, Rochdale

Located within an the East Central Rochdale HMR area the plan is to develop a range of modern employment accommodation and other facilities.

Vibrant and attractive town centres are crucial to our plans for retaining and attracting people in both boroughs.

Town centres

Approach

Town centres are the hub of the cultural and civic life of a place, as well as important source of employment. As such they form a crucial part of the strategy to transform our areas and our communities.

They are vital in their own right and crucial to the regeneration of the inner urban areas surrounding them – many of which are priority regeneration areas. Vibrant and attractive town centres are therefore essential to our strategies for retaining and attracting people to live, work, visit and invest in the two boroughs.

Programme

Oldham town centre – Westend educational and cultural quarter

A high quality mixed use development in Oldham Town Centre. The area includes the University Centre Oldham, The Oldham College and Oldham Sixth Form College, and is the location of the planned Regional Science Centre. The site is close to our HMR areas and would be enhanced by the further extension of Metrolink into Oldham Town Centre.

Oldham town centre – Mumps

This is a key town centre employment site which will also include some housing investment. The catalyst for this is the newly located Metrolink station at Mumps, anticipated for completion in 2011.

Rochdale town centre east

This is a major retail-led project which will transform the competitive position of Rochdale town centre; and regenerate a substantial quarter of it. A developer selection exercise will take place for the £200 million opportunity and a final decision is to be made in 2010. Work is underway to clear the site, ready for development in 2012.

Riverside employment zone

A major site within Rochdale town centre and immediately adjacent to the

main Town Centre East Project, it provides modern quality business accommodation crucial to the plans to develop new sectors of employment in Rochdale. The £60 million municipal riverside development will provide 300,000 sq ft of office accommodation for Council, NHS and private sector staff with a town centre library, training and conference facilities nearby. The demolition of the existing Council HQ will form part of the new retail development site.



Economic restructuring, productivity and sector change

Approach

Firstly, we are targeting growth sectors in order to help restructure the economy towards higher GVA productivity and higher employment growth businesses. In effect this means putting in place the conditions that will attract new companies and help existing companies to grow and diversify into new growth sectors.

We therefore agree with the MIER analysis that productivity should be the main driver and focus for economic regeneration.

We support the view that increasing productivity in MCR will increase living standards and boost UK growth. We make the same argument – increased productivity in Oldham and Rochdale will increase local living standards and boost growth in the city region – i.e a strong economy in Oldham and Rochdale is good for MCR.



Programme

The target growth sectors include:

- modern manufacturing shifting to higher value added for example optics or food processing.
- science based industries stimulated through the planned Oldham Regional Science Centre and Chadderton Innovation Centre.
- creative Industries/ ICT.

- leisure based employment which supports our plans for the provision of high quality neighbourhoods.
- finance and professional /commercial – a higher proportion of office based uses.
- logistics and distribution sector – building on the locational advantage but focusing on added value elements of this sector.

We are also supporting existing business in key sectors to restructure. Many companies in the area can be productive and grow into the future given the correct support and assistance. Business networking events are programmed to assist business support and maximize opportunities. Sites are also being developed for specific companies and sectors.

We are also pursuing opportunities presented by the energy, environment and climate change agendas. These will provide further opportunities for attracting new business sectors and restructuring exiting businesses.

Enterprise

Approach

A new approach has been defined through the joint work on our strategy called RO:SE Rochdale and Oldham – Supporting Enterprise. The strategy takes a holistic and transformational approach to addressing the barriers and opportunities; and is targeted on defined deprived areas and target groups.

Programme

Projects are being delivered in order to raise levels of entrepreneurship including micro and social enterprise.

A portfolio of premises suitable for SMEs exists and has been developed over the past few years, but further activity is needed involving regional and sub-regional business support networks. This is particularly important in terms of assisting existing companies who are looking to transform their business operations.

Transport

Approach

Transport connections are crucial to maintain the competitiveness of Oldham and Rochdale as a business and housing location, and for ensuring the smooth running of the job market.

For the new jobs being created within MCR, Media City etc, we need to ensure there are transport connections from deprived areas within the Borough to access these job opportunities.

Programme

Metrolink extension Phase 3 to the area will particularly improve the job market accessibility both within Oldham and Rochdale. The extension passes through several priority neighbourhoods where new housing areas are being created and through a number of strategic employment sites.

Transport hubs act as a stimulus to investment activity and it is planned to optimise the benefits of these strategic locations by siting new and high density development in close proximity to these hubs. This will include new housing and office schemes and other facilities where public transport connections are important.

We are still committed to Metrolink travelling through our town centres and we are taking a fresh look at how that might be designed and funded.

We are pursuing opportunities presented by the energy, environment and climate change agendas.

It is particularly important that the Kingsway stop is delivered in this current extension phase.

We are also discussing the detail of the Metrolink station at Mumps in Oldham. This station will stimulate the delivery of our Mumps Masterplan.

Our heavy railways are vital to our strategy of improving connectivity to inter-modal hubs within the city region and beyond. This strategy is also critical in terms of integrating Metrolink and heavy railways.

Regional funding is being sought for proposed improvements to Greenfield Station and Park and Ride at Mills Hill. These schemes will improve the connectivity to Manchester and Yorkshire. The improved access to Manchester Piccadilly and Victoria stations brought about by Metrolink would allow us to benefit from projected regional rail improvements.

We will continue to work with the GMPTE to improve our existing bus services and to add bus services that link around the boundaries of the conurbation. The proposed introduction of Integrated Transport governance arrangements will provide us with further opportunities to plan across all transport modes in a way that both improves effectiveness and efficiency but also improves our environmental performance.

Our plans integrate the improving public transport infrastructure in Oldham and Rochdale with our neighbourhood regeneration strategies, seeking to provide accessible and affordable transport for local residents in these areas, to employment opportunities and services across the two boroughs and the wider City Region.

Homes

Housing Market Renewal

Approach

The overall approach in the strategy is to link areas of acute housing stress and projected household growth with opportunities. It will provide excellent quality, new mixed use neighbourhoods adjacent to the town centres of both towns and transform the image and reality of both boroughs.

The beneficiaries of this approach will be:

- emerging households – we will be building new houses of the right type and the right location for new household growth.
- existing residents – more of our affluent mobile population will be retained because we will provide better diversity and choice; and more affordable homes.
- new residents – in the longer term there is scope to attract significant numbers, including employees on our major new employment sites, who would wish to both work and live in the area, bringing new skills to the resident population.

Priority Intervention Areas have been identified as follows:

	Oldham	Rochdale
First Wave	Werneth	East Central Rochdale
	Derker	Langley
Second Wave	Alt	Inner Rochdale
	Sholver	Kirkholt
	Hathershaw Fitton Hill	

New housing developments have set extremely high design standards – winning several national awards.

In addition, in Rochdale North there will be the focus of social interventions with potential economic and physical activity tailored to the particular local circumstances. The area consists of Falinge, Sparth and Spotland.

Outside the HMR area, Central Heywood Regeneration Area has been identified as a priority and will be subject to the same Sustainable Communities approach as the other priority areas in Rochdale Borough

We recognise the typology of neighbourhoods in the MIER and to a large extent, this has already been used to educate our priorities for investing in neighbourhoods through regeneration funding and HMR investment. For example we are investing in those neighbourhoods identified by the MIER typology as 'isolate' type neighbourhoods such as Langley, Kirkholt, Alt and Sholver.

Key elements of the approach:

- **High quality housing**

Interventions are based upon land assembly and remediation and stimulating the construction of high quality exemplar new homes.

- **Refurbishment and improvement**

Substantial improvements to existing housing will be achieved through a large programme of block improvements, face-lifting and providing equity loans to stimulate householder investment. This is taking place alongside environmental and infrastructure investment along corridors and gateways.

- **Setting design standards**

Developments have set exemplary high design standards – winning several national awards. In addition we have led the production of joint Urban Design Guidance across both boroughs which has been adopted as statutory planning policy.

- **Community engagement**

Engaging our communities to understand and address their concerns and engender their commitment to change, is absolutely essential to our plans and takes place at all levels.

- **Supporting cohesion**

We are developing plans to create a mix of house types and tenures that encourage greater mixing of different communities. We use consultation arrangements as a vehicle to establish stronger links and support people moving into new communities.

- **Getting the private sector on board**

We have established partnerships in each of our first wave neighbourhoods with five private sector developers. We are reviewing the best forms of procurement for future investment.





Programme

Long term

The HMR programme to 2018 will deliver more than £600 million of private sector investment and help Oldham and Rochdale deliver over 10,000 new homes. This represents approximately 70% of all the homes developed in Oldham and Rochdale during this period.

The long-term programme focuses on:

- assembling and developing sites close to those inner areas with expanding populations and households.
- enabling these growing communities to expand outwards into modern, attractive new developments nearby whilst taking advantage of the desire to remain near family and community facilities.
- transforming land-use patterns and the urban form replacing old, low value and non-conforming industrial land with higher quality, mixed use sites close to the town centres.
- connecting neighbourhoods with each other and with the town centres.
- designing neighbourhoods to attract residents from a range of backgrounds.
- renewing and remodelling some terraced housing and unpopular Council properties.

2010-11 programme

There are three main components of the investment programme, with varying levels of costs, grant requirements and programme management disciplines. These are:

- **Strategic projects**

The development of landmark exemplar schemes designed to lift the market through extremely high quality and achieving higher levels of the Code for Sustainable Homes.

- **Maximising the impact of local authority land assets**

This will be done through partnership status within the redevelopment of social housing estate regeneration schemes. These estates require a relatively low level of pump priming to support the procurement of development partners within the appropriate delivery vehicle and will capture significant long term private sector investment to deliver in excess of 2,400 homes over the next 10-15 years. It is also expected that the regeneration uplift will see land values rise and receipts returning to the public sector.

- **Affordable housing** (both social rented and intermediate housing)

The existing strategic projects are:

- Dale Mill – continuing to support the development of this key riverside development in Rochdale.
- St Mary's – supporting the development of the town centre living scheme in Oldham.
- Hartford Mill – continuing investment in North Werneth to ensure that the derelict mill is transformed into a high quality mixed use development, taking advantage of its adjacency to the new Metrolink station, with the consequent uplift in nearby land values.
- Borough Mill Triangle Hathershaw – providing high quality housing to meet local needs as part of a mixed-use development scheme on a key gateway site.

The proposed new strategic projects are:

- Code for Sustainable Homes Demonstrator Projects – providing technical and financial support to achieve higher CSH levels on developments in Kirkholt and Werneth.
- East Central Rochdale Riverside – providing technical and financial support within this neighbourhood to maximise riverside development opportunities on the Millerraine and neighbouring sites.

The proposed programmes which will maximise the impact of Local Authority assets programmes are Alt and Sholver in Oldham and Kirkholt in Rochdale where the estates will be remodelled to provide more housing for sale, better facilities and environment, and less social housing.

Both these programmes will see their transformation from predominantly social rented housing estates into mixed tenure neighbourhoods with a much more sustainable mix of economically active residents. This will involve the replacement of significant numbers of social rented homes with private housing.

We recognise the challenges of delivering in the current housing market and are considering the phasing of schemes to bring forward elements of early delivery, maintaining momentum and increasing future attractiveness to the private sector.



Local authority housing

Approach

Our Local Authority policies on social rented housing and planning policies for new development outside HMR areas is an important element of providing the number and range of homes needed into the future.

Programme

Housing needs analysis confirms the need for affordable housing in the two boroughs and delivering new affordable homes will support delivery of Regional Spatial Strategy targets.

However, the long-term demand for social housing shows an overall imbalance in the type of stock that is currently provided and the size, type and location we will need for the future.

The overall percentage level of social rented housing is 25% of the total housing stock in the boroughs. Based on national and local research, this is felt to be broadly the right level, albeit some of the stock is of the wrong type and in the wrong place. For example there is a specific need for larger family homes. We will work with social landlords to support them in actively managing their assets in Oldham and Rochdale.

Both Oldham and Rochdale are currently reviewing their Housing Strategy which together with a review of the future prospects for the Housing Revenue Account will lead to a robust business plan, blending a mix of investment in existing stock together with demolition and replacement. The Rochdale Boroughwide Housing Development programme sets out an expectation to deliver 150 homes in Rochdale to 2011.

Oldham's Council tenants are to be balloted in 2010 on the proposal to transfer Council homes to a new Registered Social Landlord, which would effectively offer the opportunity to lever in millions of pounds of further investment over the next ten years in particular.

Rochdale Council and Rochdale Boroughwide Housing are establishing an independently chaired Investment and Involvement Commission to examine future options for the future of the Council's 13,900 homes. The HCA will be offered the opportunity to have a representative on the Commission. This process has been timed to begin immediately following the publication of the outcomes of the CLG/HMT National Review of Council Housing Finance. The Commission will report to the Council in Spring 2010.



The Programme is therefore to seek to replace rather than to reduce the number of social rented properties in the boroughs and, where appropriate, seek to mix occupancy either through tenure or income. The two Authorities are already working positively with the private rented sector and seeking to utilise the growth in this sector to provide better quality rented homes.

In Oldham, a successful 'downsizing' initiative is already freeing up much-needed family accommodation as tenants are incentivised to move to smaller homes.

Growth agenda

Several major new and high quality housing schemes on large brownfield redevelopment sites have been promoted outside the HMR areas. These are all in potentially attractive locations. They have planning status secured and will be brought forward when market confidence returns.

The Government has recently granted Greater Manchester with New Growth Point status, to support the economic growth of the City Region. The Growth Strategy concentrates additional growth on priority areas of the central conurbation and the northern town of Bolton. Renewal investment in Oldham and Rochdale is critical to support growth, as it will continue to tackle deep seated weaknesses in the area's housing market and we will be providing homes which reflect the need to support the development of the City Region.

This balance between growth and renewal will ensure that the new housing does not suck demand from regeneration areas. Growth and renewal will be managed together at the sub-regional level.

From an economic standpoint we would support the MIER recommendation for a review of housing strategy with a view to new provision, where needed, to address core issues such as overcrowding and affordability. Part of the reason that skilled workers choose not to live in certain areas is due to the type, size and quality of housing and the environment. The housing strategy should aim to increase the attractiveness of these areas to high skilled workers and others who would make a real contribution to the GM economy.

Our area also contains superb countryside and attractive Pennine village locations – Littleborough, Saddleworth for example – where we may wish to pursue policies to build attractive housing and attract new higher-skilled workers who will work within our boroughs and in MCR.

We are
developing
brownfield
sites in
attractive
locations.

Communities

Employment and skills

Approach

Already there has been massive investment in skills infrastructure agreed through developments at University Centre Oldham, the two sixth form colleges and Building Schools for the Future programmes in both boroughs.

Funding is currently being sought for the Regional Science Centre, an extension to the Oldham Sixth Form College, that will also provide science facilities for the University Centre Oldham and enable the inclusion of science degrees within their prospectus.

We are focusing on up-skilling our adult residents and producing highly aspirational, qualified young people.

If our local residents are to play their full part in the economy of the City Region, it is essential that we continue our focus on up-skilling our adult population and producing highly aspirational and well qualified young people.

We therefore agree with the MIER that the long term objective should be to improve the skills of people already resident in the Boroughs. At ORESA we have also been focussing on how we can make a step change in the basic skills of our adult population. We are committed to enabling all residents to achieve their potential contribution to the MCR.

Programme

Up-skilling of our residents is a primary objective, as demonstrated by Oldham's Regeneration Through Education Strategy and Rochdale's Skills Strategy.

It is essential for:

- providing a well skilled workforce for the City Region
- increasing the productivity of existing employers
- attracting new employers to the City Region
- many of our existing workforce who need to expand their current skills in response to the restructuring of our local economy
- retaining talented young people in the City Region by providing them with greater academic choice, including high quality higher and further education in their home towns. This is especially important in relation to people from deprived communities who may not be able to afford to live away from home whilst studying.

We will continue the process of up-skilling, so that local employment can be generated from the current opportunities – particularly at Kingsway and Hollinwood and in office-based employment in town centres.

Skills investment must be clearly linked to either increasing productivity within businesses or individuals gaining employment. Providers need to be enabled to change their approach so that occupational skills are the key driver; not nominal levels of qualifications.

We will therefore:

- focus on up-skilling the workforce for Level 2–3, and facilitating job changing. This in turn will create opportunities to back fill at Levels 1–2 for people coming into the labour market.
- accelerate increases in Level 4–5 skills since new economic sectors will demand higher-level skills in the future
- focus on ‘skills for work’ – skills that will increase productivity or enable individuals to gain employment

We also have a strong focus on employment and worklessness and have worked together for some time on this agenda. This joint working has latterly been reinforced by joint working across Greater Manchester on the City Strategy.

In Oldham, the Adult Information, Advice and Guidance Model has been used to provide a personalised service for our residents. It places emphasis on developing bespoke support to help people to acquire new and improved skills so that they are better able to compete in the jobs market. We have also been working in partnership with key employers such as Tesco to secure guaranteed job offers or guaranteed interviews for residents accessing our schemes.





Health

Approach

A massive programme of capital investment is being delivered through the LIFT programme, providing local access to medical services.

Our approach is to integrate these facilities within communities as part of co-ordinated neighbourhood plans through the Sustainable Communities Delivery Plans in Rochdale and through the Area Regeneration Action Plans in Oldham.

Programme

The key aim of LIFT is to provide better quality buildings to deliver primary and Tier 2 health care services in community settings.

In both boroughs, part of the LIFT programme covers the development of Joint Service Centres (JSC) or 'Health and Wellbeing Centres' where members of the public will be able to access the full range of Council services and an extended range of healthcare services.

• Rochdale

The first of the JSC in Heywood (the Phoenix Centre) is currently under construction and will complete in July this year. A key feature of the design and development process for the Phoenix Centre has been the involvement of local people from inception.

A strong partnership with broad community and voluntary sector participation has developed and monthly meetings are held to discuss a range of building related issues, marketing and promotion of the brand and design and development of services to be offered to local people.

LIFT Primary Care Resource Centres have already been procured in Alkrington, Middleton; Deepdish (Inner Rochdale HMR area) and Wardleworth (East Central Rochdale HMR area).

The future programme for LIFT includes, but is not limited to, centres in central Rochdale, Belfield, Kirkholt, Langley, Oldham Road (all of which are within our priority areas) and in Castleton and Milnrow and Cutgate.

- **Oldham**

In Oldham, the LIFT programme is delivering a range of new health facilities across the borough including an Integrated Care Centre in the town centre which opened in November 2009. This is currently the largest of its type in the UK.

The following Health and Wellbeing centres are located within district centres as part of the council's efforts to both support existing town and district centres and provide services in the most accessible spaces:

- Royton Health and Wellbeing Centre, which includes proposals to renew leisure facilities including a swimming pool and gym.
- Chadderton Health and Wellbeing Centre, which includes new sports facilities as well as health services. This opened in November 2009.

Oldham and Rochdale are benefiting from a huge investment into improving health services.

- Shaw and Crompton Health and Wellbeing Centre which includes proposals to renew leisure facilities, including a swimming pool and gym.
- Werneth Health Centre.
- new health facilities have already been provided in Glodwick and Moorside (adjacent to our Alt/Sholver HMR area).
- proposals are also being developed for Saddleworth at Greenfield, and Hollinwood.

Education

- **Approach**

The Building Schools for the Future Programme will have a major impact on the school environment for students and for the communities in which they are located.

Our approach is to ensure that these schools form a fundamental part of the regeneration programme in the areas within which they sit; and also to ensure that the services they provide extend outwards to the community.

The capital investment in University and Sixth Form Colleges is covered in the Communities section.

- **Programme**

The Investment Programme which includes:

- the Building Schools for the Future proposals include three new academies at Orb Mill site, Waterhead replacing Counthill and BreezeHill Schools; Brook Mill site, Hollinwood replacing Kaskenmoor and South Chadderton; and Our Lady's site, in Royton replacing Grange School.
- new schools are proposed at Diggle, replacing Saddleworth School; the former Radclyffe School is the site for the new Roman Catholic school, replacing Our Lady's and St Augustines.
- replacement /refurbishment of schools is proposed at Crompton House, Blue Coat, Royton and Crompton and Hathershaw Technology College.

Investing in rural areas, river valleys and greenspace

Approach

The potential of our rural areas and villages to enhance the quality of life for residents and new population is important to our strategy.

Programme

Our programme supports economic projects which will assist in the promotion and transformation of the area.

- **Promoting the area**

This area already has a large number of attractions. Better packaging of leisure opportunities and better focused marketing would raise visitor numbers from within and outside the area.

- **Fletchers Mill, Oldham**

Fletchers Mill is a former paper mill located near Dovestones which has large buildings, grounds and ancillary accommodation. This major project has potential to create a significant northern gateway to the Peak District National Park.

- **Frenches/Knoll Mill, Oldham**

Located on the canal at Greenfield, this project has planning permission for a marina, housing, a retail store, commercial units, a hotel and a restaurant.

- **Hollingworth Lake**

Hollingworth Lake is a country park which has major potential. The area was used as an Exemplar project in the Rochdale Renaissance Masterplan which highlighted the need for better access and car parking, better attractions and clear linkages with Littleborough town centre.

- **Rochdale canal projects**

There are many opportunities to develop attractive sites adjacent to the Canal:

- Ealees – apartments, restaurant and pub, near to train station
- Durn – marina related developments
- Rock Nook Mill, Littleborough
- Central Failsworth – North Bank/Failsworth Mill
- Wrigley Head/Moston Brook



6. Delivery – ahead of the game

Delivering major programmes

Oldham and Rochdale have a track record in being able to deliver major capital and revenue programmes. These include:

- Kingsway Business Park
- Town Centre regeneration and redevelopment schemes
- HMR Investment
- Local Authority and Registered Social Landlord Investment
- Substantial new housing
- New Sixth Form Colleges and the University Centre in Oldham
- Skills Investment

Joint working

We also have extensive experience in joint working which has evolved over a period of time. This has enabled us to have a mature relationship and trust in each other.

The preparation of this Prospectus has therefore been a natural extension of the work we are already doing. In this respect we feel we are ahead of the game in joint working, and regional and national partners should therefore feel confident that we will work together to deliver our Prospectus programmes.

Examples of joint working have included:

- HMR – Oldham and Rochdale HMR Pathfinder
- ORESA – Oldham and Rochdale Economic and Skills Alliance
- Rochdale Canal Project – which traverses Oldham and Rochdale to Manchester

- Kingsway Employment Zone – spreading the benefits to Oldham and Rochdale
- J21 Employment Project – joint work of construction and supply chain activity
- Employment Land Review – coordination of our recent reviews
- RO:SE – Rochdale and Oldham; Supporting Enterprise
- Oldham Rochdale Transport Corridor – joint representation on the GMPTE group

Current delivery arrangements



We have a track record of delivery as ORESA and the HMR Pathfinder, which has consistently met its targets in terms of outputs and expenditure. We have developed robust masterplans for our intervention neighbourhoods in consultation with local communities. We have a clear overall strategy and the skills and experience to deliver it. We invite the support of the HCA and the NWDA in helping us to achieve the transformation of our areas.

Future delivery arrangements

We are currently in discussion about establishing a Public/Public Strategic Partnership which would build on the solid track record of joint working between the two boroughs.

This Partnership would include the HCA and the NWDA and would work to de-risk sites and capture land value through activities such as acquiring and assembling land in accordance with the strategy set out earlier, remediating the land, undertaking infrastructure and environmental works and securing planning permission. This will include early development of affordable housing elements via Arm's Length Management Organisation or Registered Social Landlord delivery partners.

This would de-risk the sites from the developers' point of view and allow us to procure private sector participation in the partnership when the market returns to more favourable conditions.

Whilst the strategic direction would be provided at the cross-authority level, the detailed delivery would be undertaken by the individual local authorities and Rochdale Development Agency, as happens currently with ORESA and HMR.

Our Business Plan indicates that there would be medium to long term returns to the HCA and NWDA through participation in the Partnership.

We would like to discuss the detail of the Partnership further with the HCA and NWDA in the context of the single conversation and with a view to developing an Investment Plan based on the figures included with this Prospectus. This would also form the Oldham Rochdale contribution to the Greater Manchester Strategic Plan building on the MIER work discussed earlier.

Finally the joint working arrangements within Oldham and Rochdale and securing resources from the NWDA and HCA (including investment through

the National Affordable Housing Programme) will help deliver the vision and principles set out within the Prospectus both in the medium and long term, transforming the role of Oldham and Rochdale within the Manchester City Region and the North West.

"By 2020 Oldham and Rochdale will be thriving, playing a new and dynamic role in the world-class Manchester City region.

"Renewed economic prosperity will be supported by our transformed housing markets, which will assist in creating sustainable, cohesive communities.

"The boroughs will be great places to live for existing and new residents. Residents will enjoy higher income levels, quality local facilities and an excellent quality of life within our urban and rural areas."





Appendix

Oldham & Rochdale Economic & Skills Alliance (ORESAs) RESPONSE TO THE MIER

April 2009

1. Introduction

ORESAs welcomes the MIER as a thorough external review of the economic regeneration challenges and opportunities facing MCR.

Over the last months ORESAs and the Oldham Rochdale Housing Market Renewal team have been working together to prepare the Oldham and Rochdale Prospectus – entitled ‘Investing in Jobs Homes and Communities’.

Given the Prospectus and MIER processes have been running in parallel, we have been incorporating much of the emerging thinking from the MIER into the Prospectus.

Now that the MIER report has been published in full, the ORESAs and HMR teams have prepared this response which aims to reflect upon some of the main findings and recommendations of MIER from the Oldham and Rochdale economic regeneration perspective and crucially, to give a view into the emerging Greater Manchester Strategic Plan.

This note therefore presents the main thrust of the Prospectus; highlights findings and recommendations which are entirely in line with

our thinking and strategy and notes some concerns which need to be addressed within the forthcoming GMSP process.

2. Oldham and Rochdale prospectus

The Prospectus defines our strategy and priorities at a joint borough level. It is at this level that we are already working together to integrate and co-ordinate our key investment programmes. It defines a sound and credible way forward for the two boroughs and is realistically rooted in the current economic context, whilst looking forward to the economy’s emergence from recession.

Our strategy is to diversify and grow both our employment and our housing base so that a strengthened Oldham and Rochdale will improve the overall performance of the City Region. Together the boroughs will play a supporting and complementary role as part of the multi-centred Manchester region.

We will be investing in jobs, homes and communities, encouraging economic sustainability and increased incomes, developing more and higher quality homes and tackling deprivation through integrated action within communities.

By taking these actions in these three key strategic areas we believe our ultimate goal of developing sustainable communities will be achieved.

This Prospectus is the foundation of our single conversation with the Homes and Communities

Agency and North West Development Agency. It is intended to form the basis of the Oldham and Rochdale contribution to the Greater Manchester Strategy.

The Prospectus is the work of elected members, community representatives and officers from Rochdale and Oldham Councils and the HMR Pathfinder, working with colleagues from HCA, NWDA, the GM Economic Commission, MIDAS and others.

Final drafts are currently subject to consultation with key partners and it will be published in late June.

3. Response to MIER

3.1 MCR’s potential

The MIER finds that MCR is the best performing area in the north followed by Liverpool and Leeds Bradford. Clearly Oldham and Rochdale occupy a central position on this M62 belt.

The MIER argues that the UK needs to adopt a multi polar approach with MCR and Leeds forming a second growth pole to the SE. This is further strengthened with the city region announcements in the 2009 Budget. The MIER also states, that Oldham and Rochdale occupies ‘a pivotal position between the Manchester and Leeds city regions’.

Our Prospectus builds on these locational advantages and our excellent transport networks which will be further enhanced by Metrolink.

3.2 Productivity

We agree that productivity should be the main driver and focus for economic regeneration. The original ORESA strategy, based on the 'Grimleys Report' uses the same economic rationale and this thinking is incorporated into our Prospectus.

We support the view that increasing productivity in MCR will increase living standards and boost UK growth. We make the same argument in the ORESA strategy and Prospectus – increased productivity in Oldham and Rochdale will increase local living standards and boost growth in the city region – i.e a strong economy in Oldham and Rochdale is good for MCR.

We also support the MIER findings on the main mechanism to increase productivity, which form the basis of the ORESA strategy and the Prospectus:

- Raising skills levels
- Making the area more attractive for
 - a) business to invest and
 - b) people to move into
- Reducing housing and transportation costs

3.3 Agglomeration

We can relate to the definition of agglomeration as 'the spatial clustering of people, jobs and amenities'. Indeed our Prospectus is entitled 'Investing in Jobs Homes and Communities', recognising the crucial inter-relationship between each element and the need to develop a critical mass which becomes self supporting and sustainable into the future.

The MIER finds that agglomeration economies relate to the benefits of being in a large and diverse urban environment. Our economic aims are parallel to this – “our aim is to create a growing, broad based, diversified economy with a higher GVA per capita.”

We would therefore argue that the application of agglomeration principles is applied across City Region and not just to support an argument to invest in the South of Manchester.

We note that the MIER states there is no evidence that the clustering of particular sectors is important for productivity. We agree that a strict sectoral analysis and clustering policies should not drive economic strategy. However some sectoral focus will be required in future policy since patently certain areas have locational advantages for particular sectors. Equally, there will still be a need for sector based references for labour market analysis for example.

We think it important to work closely with the Commission for the New Economy to link back the work on Sector Councils and cross reference with supply chain opportunities.

3.4 Skills

We fully support the emphasis on the continuum of early years, education, basic and advanced skills. This approach is echoed within the Prospectus.

We agree that the long term objective should be to improve the skills of people already resident in

the Boroughs. This needs long term commitment to early years' education and primary education, especially in deprived neighbourhoods. The early years experience should be regarded as the first rung on a ladder of quality education.

At ORESA we have also been focussing on how we can make a step change in the basic skills of our adult population. We are committed to enabling all residents achieve their potential contribution to the MCR and we would welcome a major emphasis on this at the MCR level.

Whilst we agree that school selection systems should be reviewed to consider the potential to have a more positive benefit in terms of driving up skills and providing better opportunities for children from deprived backgrounds, it is the quality of teaching and the facilities and opportunities available within the schools that are absolutely vital to the future success of MCR, and schools in isolate neighbourhoods may need particular support. Our Building Schools for the Future Programmes will be crucial in helping drive up standards amongst our secondary school pupils from more deprived backgrounds.

Our ambition in relation to improving higher skills is demonstrated by our University Centre Oldham and the developing partnership between Hopwood Hall College and Manchester University. These ambitions are being supported by our plans for a Regional Science Centre in Oldham and the establishment of a new sixth form college in Rochdale.

3.5 Redistributing economic activity from south to north

We support the MIER findings that there is no rationale for supporting policies which try to redistribute activity in some places at the expense of others which are more productive. The report refers to rhetoric along these lines – we are not sure where this comes from – it is certainly not from Oldham and Rochdale and it has never been the policy adopted in this area.

We would argue that certain support arrangements are needed to assist locations undergoing economic restructuring to be able to compete effectively and on an equal basis with established growth areas focusing on a policy of providing the private sector with wider choice.

The focus for our interventions, supported by GM and NWDA colleagues, has therefore been in the land and property market. The costs of development and the value of land and property mean that some sites need gap funding in order to bring them to the market.

Once these sites are available we are happy to compete with other locations on a level playing field. Companies will then decide which is the most 'productive' location.

Redistributing productivity is therefore a false proposition and there has never been an objective to shift companies from the south to the north.

3.6 Sustainable communities

We welcome the analysis of deprivation in MCR and the acknowledgement of the concentrations in Oldham and Rochdale.

We also agree that the factors influencing positive change include more residents with skills of at least Level 3, less social housing, proximity to economic growth and access to entry-level jobs.

However we have concerns that there is very little mention about housing re-structuring which is a key objective within our Housing Marketing Renewal Strategy within Oldham and Rochdale which has concentrated on improving the quality of housing and mixture of tenure. It is not correct to say there should be less social housing – rather concentrations of social housing should be diversified. HMR policies have always tried to attract/perpetuate mixed tenure schemes and neighbourhoods.

Transport connections will be critical to maintain the competitiveness of Oldham and Rochdale as a business and housing location, and for ensuring the smooth running of the job market. For the new jobs being created within MCR, Media City etc, we need to ensure there are transport connections from deprived areas within the Borough to access these job opportunities. Improvements in transport connections are essential to complement our improving position on higher skills. Our residents need to be as mobile as possible if they are to use their talents and reach their full potential in contributing to increasing the GVA of the MCR.

We agree that there are potential issues around polarization. From our experience we have found that unless there is investment in housing re-structuring, regeneration and community engagement, then polarisation won't be addressed. The Greater Manchester Strategic Plan needs to incorporate this thinking.

We also recognise the typology of neighbourhoods and to a large extent this has already been used to educate our priorities for investment in neighbourhoods through regeneration funding and HMR investment. For example we are prioritising investment in our 'isolate' neighbourhoods of Langley, Kirkholt, Alt and Sholver. We intend to review our draft Prospectus to align further with this typology.

Continuing investment in our town centres and the provision of jobs on sites such as Kingsway will support positive change in our deprived communities. However, to maximize the positive benefits of such developments for the sub region, it is felt that entry-level jobs should be available alongside skilled positions. A supply of skilled jobs in areas such as Rochdale and Oldham will serve to attract further residents to the sub region and could lead to less congestion along established commuter routes.

3.7 Housing

We recognise the inherent high demand in the areas of South Manchester and North Cheshire, and that some planning policies in recent years have led to restricted supply in some areas eg the moratorium in Macclesfield.

From an economic standpoint we would support a review of housing strategy that led to new provision where needed to address issues such as overcrowding and affordability. Part of the reason that skilled workers choose not to live in certain areas is due to the type, size and quality of housing and the environment. The housing strategy should aim to increase the attractiveness of these areas to high skilled workers and others who would make a real contribution to the GM economy.

Our area contains superb countryside and attractive Pennine village locations – Littleborough, Saddleworth for example – where we may wish to pursue policies to build attractive housing and attract new higher-skilled workers who will work within our boroughs and in MCR.

From a planning viewpoint however the implications of land release need to be balanced against our brownfield land objectives. Unrestricted growth in the south of the conurbation on greenfield land provides a potentially easier and cheaper option for developers and could substantially undermine efforts to remediate and regenerate brownfield land in the north of the conurbation. HMR has started to provide a mechanism for the regeneration of

our inner urban areas but without substantial and ongoing public investment to mitigate the abnormal development costs, our deprived communities could be further disadvantaged.

We therefore have some concerns on some of the housing findings of the MIER and we need more time to understand and respond.

3.8 Daresbury

It is accepted that Daresbury has been successful on a small scale and we understand the need to focus on Daresbury as a regional asset. However we would question why this has been the sole focus of attention and not research benefits and spin offs from the universities in central Manchester.

3.9 Appraisal and evaluation

We note the emphasis on new appraisal mechanisms, but wonder how this would play out locally. We would also suggest that GM Governance and monitoring should set and deliver district level targets at sub-regional levels. For example if it is accepted that reducing worklessness in key deprived communities is important to MCR, then a target to this effect should be adopted by the whole of the sub region.





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