

Oldham Strategic Investment Framework

Investment, Skills, Jobs and Homes



Oldham
Council

Contents

The Oldham narrative	3
Purpose of the SIF	4
Economic review	5
Vision and objectives	10
Investment framework	15
People programme	16
Business programme	21
Place programme	24
Priority sectors	29
Priority projects	33
Making it happen	38

Foreword



Welcome to our first dedicated Strategic Investment Framework for Oldham.

The document sets out the council's economic and investment ambitions, our vision and objectives and priorities over the next four years.

We have made unprecedented investment in the borough in recent years and a number of key projects are now coming to fruition.

The Old Town Hall is due to open later this year and will make a real difference to the town centre. We're transforming this once crumbling wreck of a building into a modern state-of-the-art seven screen Odeon cinema with six restaurants and a spectacular new public square. It is estimated the venue will bring in an extra 214,000 visits to the town centre annually, providing a fantastic boost to the local economy and creating employment opportunities.

The Old Town Hall has been a catalyst for investment in the town centre and it is encouraging that more and more investors are now seeing Oldham as a place to do business. Productive businesses of all sizes, offering good opportunities to residents, are the driving force to make our borough a better place to live, work and invest.

We have made real progress in attracting national and global brands to the borough. For example Jardine Motors Group, a major Audi dealership are opening a regional hub at the old Westhulme Hospital site. A 52,000 sq ft Marks and Spencer will also open at Princes Gate at Oldham Mumps in 2018. We will continue to build on these whilst also supporting our small to medium sized businesses to grow and prosper by helping them to find a skilled and motivated workforce.

We recognise that there are many challenges facing Oldham but we are confident that we can rise to them and deliver significant economic and social benefits through targeted investment.

We have also developed the qualities and assets which are essential in building a thriving economy – connectivity, a young and growing population, improving education system, new housing and healthcare and strong leadership.

Oldham is a place of real opportunity and I am confident that we will continue to prosper. We are building a better borough together.

Councillor Jean Stretton -
Leader of the Council

The Oldham narrative

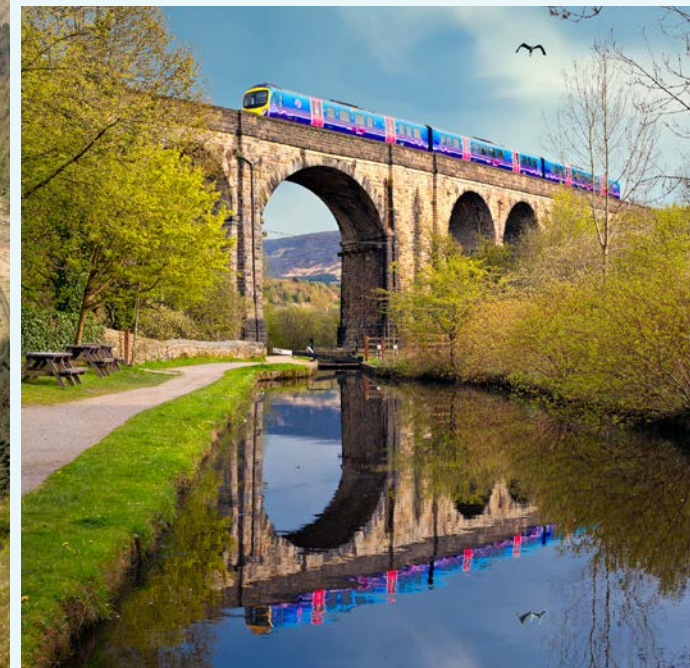
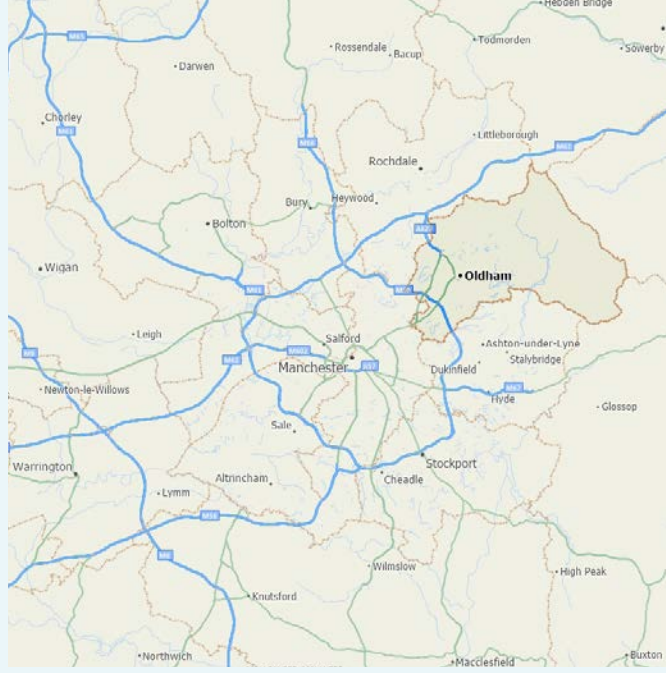
An area of great opportunity and significant need

Oldham covers an area of approximately 142 sq km and is home to 228,800 people, making it the seventh most populous borough in Greater Manchester. It is located on the edge of Greater Manchester, with more than a quarter of the borough situated within the Peak District National Park, yet it benefits from excellent connectivity to Manchester City Centre, via Metrolink, and is in close proximity to the M60 and M62 motorways. Oldham is nine miles from Manchester city centre and 19 miles from Manchester Airport.

There have been some significant changes to the composition of Oldham's economy, with a continued reduction in manufacturing employment over the last decade and growth in the health, business and professional services, logistics and education sectors as well as in creative industries and science and R&D. Manufacturing still remains one of the largest sectors in the economy, employing around 14% of the workforce.

As shown in the economic review section of this report, Oldham is an area of great opportunity and significant need. The borough benefits from a diverse and vibrant community, a young, growing and entrepreneurial population, an improving educational offer and access to an extensive labour pool within the wider Greater Manchester area. Its location in the foothills of the Pennines provides unique and unparalleled views, while also having good access to the conurbation core. However, the economy of Oldham reflects a number of longstanding issues, with relatively weak private sector growth and a dominance of low skill and low wage industries.

There has been significant financial investment in recent years in transport, housing, education, health care and in the town centre, demonstrating the council's commitment to transforming the borough and realising its full potential as an integral part of the wider city region. There is a need now for continued targeted intervention to ensure that Oldham is able to contribute positively to the sustainable growth of the region and play a key role in achieving the Greater Manchester growth and reform ambitions.



Purpose of the SIF

A single document expressing Oldham's economic and investment ambitions

The council and its partners have made substantial progress in regenerating Oldham as a place. Following on from the extension of Metrolink through the town centre, the borough has seen: First Choice Homes Oldham open its new headquarters on Union Street; Oldham College open new campus buildings on Rochdale Road; work well underway at The Old Town Hall to provide a new cinema complex; and the construction of two new leisure centres. The council recognises that there is now a need to capitalise on the success to date and secure the long-term, sustained regeneration of Oldham.

The purpose of this Strategic Investment Framework (SIF) is to direct investment and development activity in the short to medium term. The SIF provides a single document expressing Oldham's economic and investment ambitions, setting out the vision and objectives for the borough and the priorities for action. It outlines the challenges facing Oldham and its role in the city region, along with the opportunities to deliver significant economic and social benefits through well targeted investment.

The vision, objectives and priorities within the SIF have been informed by a robust evidence base. A comprehensive review has been undertaken of the economic context within Oldham and Greater Manchester, highlighting that the borough has a number of assets and strengths to build on, while also needing to address a range of longstanding weaknesses within the local economy.

The SIF also sets out the approach to delivery, identifying the role of the council in maximising the benefits of future investment. In regeneration terms, the continuing economic and investment conditions and the reality of a slow recovery, make the prospect of attracting significant private sector investment difficult. The SIF, therefore, provides a framework to ensure that limited public sector resources go further and that intervention is targeted where it will have the most benefit, including in terms of supporting future private sector investment.

There are a range of strategies and plans that have already been developed, including the Oldham Plan 2015–18, which sets out a shared vision for the borough. The purpose of the SIF is to build upon and draw together this existing policy base to provide a framework for investment that reflects the needs of Oldham and the Greater Manchester growth and reform agenda. As recognised in the Oldham Plan, building a more prominent role for Oldham in Greater Manchester will become of growing importance as greater devolution is implemented over the next few years.

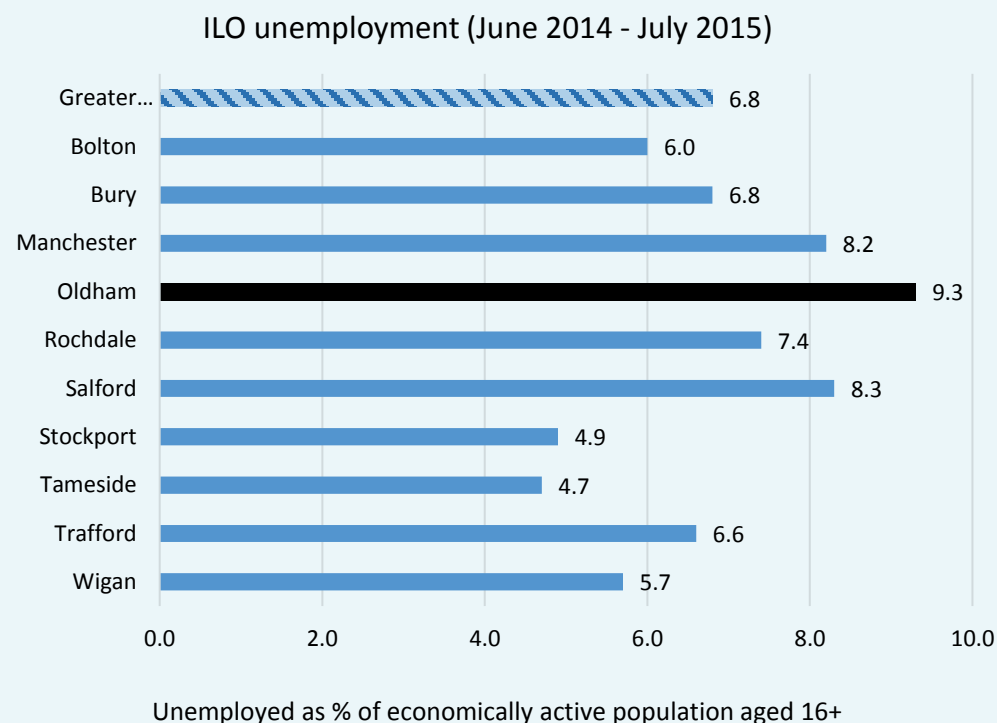


Economic review

People

- As of 2014, the resident population within Oldham stood at approximately 228,800, representing 8% of the total population within Greater Manchester. Of the ten city region boroughs, Oldham has the largest proportion of people aged 0-15 (23% of the population compared to 20% for Greater Manchester as a whole).
- ONS population projections forecast ongoing population growth in Oldham, albeit at a lower rate than the Greater Manchester average (9% over the period of 2012 to 2037 compared to 13% for Greater Manchester). The working age population is also forecast to grow at a lower rate than Greater Manchester at just 1% up to 2037 compared to 4% across the city region.
- In terms of the labour market, a relatively high proportion of residents are employed within lower order occupations. For example, around 25% of residents work within elementary or process, plant and machine operative occupations. This compares to 18% within both Greater Manchester as a whole.
- The skills profile for Oldham shows a similar picture, with a relatively low proportion of residents qualified to NVQ level 4+, a high proportion with no qualifications and a lower apprenticeship pass rate compared with the GM average. While there has been some improvement in the borough's skills base, the gap between Oldham and the regional and national averages in terms of NVQ level 4+ attainment has remained.
- Linked to the occupational and skills profile, the gap in earnings between Oldham residents and average earnings nationally has continued to widen – in 2006 the median annual pay was 86% of the national average, whereas in 2015 it had fallen to 82%.
- The borough also suffers from relatively high levels of unemployment and worklessness. Based on measures consistent with definitions set out by the International Labour Organisation (ILO), the unemployment rate for Oldham over the period June 2014 to July 2015 was 9.3%. This is the highest rate of unemployment in Greater Manchester with the city region average, standing at 6.8%.
- Oldham is one of the most 'self-contained' boroughs, behind only Manchester and Bolton in terms of within local authority commuting rates, with approximately 55% of residents living and working in Oldham. The arrival of Metrolink, however, will enable more residents to access employment opportunities within the wider city region.

	Median annual earnings (2015)	Change (2011-15)
Oldham	£22,810	3%
GM	£25,500	7%
Great Britain	£27,730	6%

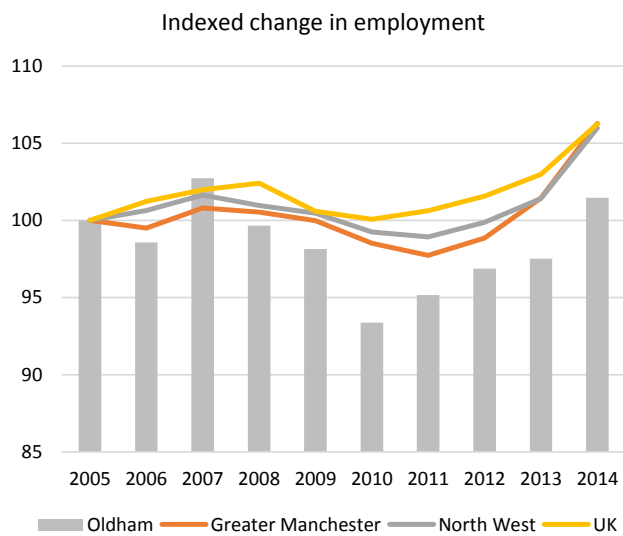


Economic review

Business

- In recent years Oldham has experienced relatively strong growth in employment, after suffering particularly badly during the financial crisis and subsequent recession. Much of this growth though has been driven by an increase in part-time jobs and there is a continued reliance on public sector employment.
- According to the Greater Manchester Forecasting Model (GMFM), as of 2014, private sector employment in Oldham was still below the level it stood at in 2005. In contrast, private sector employment at the UK level has grown by around 5%.
- Manufacturing still remains one of the largest sectors in the local economy, with the borough home to a number of prominent manufacturing companies and major textiles supply chain firms.
- Health and social care, construction, wholesale and retail, logistics, personal and employment activities, and education are also sectors where Oldham has a relatively high level of employment compared to the UK average.
- There is an underrepresentation of employment in some higher value sectors, such as financial services, although the borough performs strongly in high technology sectors related to manufacturing.
- Over the last decade, the size of Oldham’s economy in relation to the wider city region has remained broadly constant. However, productivity is still below that of Greater Manchester, with an average GVA per person in employment of £36,700 compared to £39,900 for Greater Manchester as a whole.

- Oldham also suffers from a large ‘enterprise gap’ – over the last ten years the number of businesses has increased at half the rate of Greater Manchester and both business density and the rate of new start-ups lags behind many other parts of the city region.
- Forecasts suggest that the gap between Oldham (along with other north-eastern parts of the city region) and the more economically prosperous Greater Manchester boroughs will continue to widen.



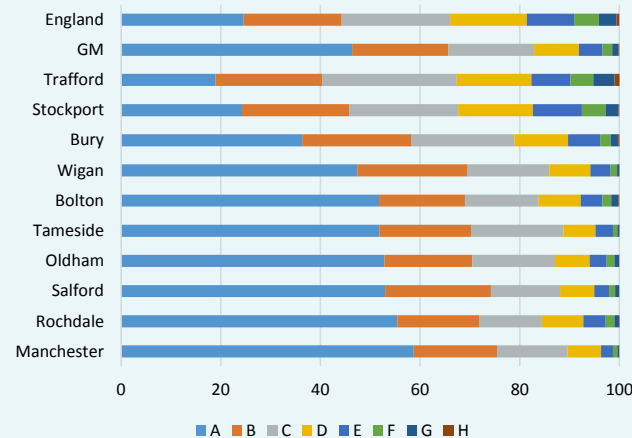
	Active enterprises (2014)	Growth (2005-14)
GM	96,840	19%
Manchester	19,965	41%
Salford	8,440	28%
Trafford	11,655	27%
Bury	7,130	16%
Rochdale	6,355	14%
Wigan	8,865	14%
Stockport	12,090	11%
Bolton	9,355	9%
Tameside	6,340	7%
Oldham	6,645	7%

Economic review

Place

- Oldham benefits from excellent connectivity to Manchester City Centre, via Metrolink (around 8,000 passengers start or finish their Metrolink journey in Oldham each day), and is in close proximity to the M60 and M62 motorways.
- The housing market in Oldham is dominated by terraced properties, with 41% of the homes in Oldham being terraced houses compared to 31% across England and 37% within Greater Manchester as a whole.
- Oldham has a high proportion of homes in the lower council tax bands, with 71% of homes in bands A and B. There is over double the proportion of homes classified as band A than the national average, and 10% more than the Greater Manchester average.
- The office market in Oldham has traditionally been dominated by public sector users. However, the improved accessibility of Oldham Town Centre and the availability of relatively inexpensive land/premises

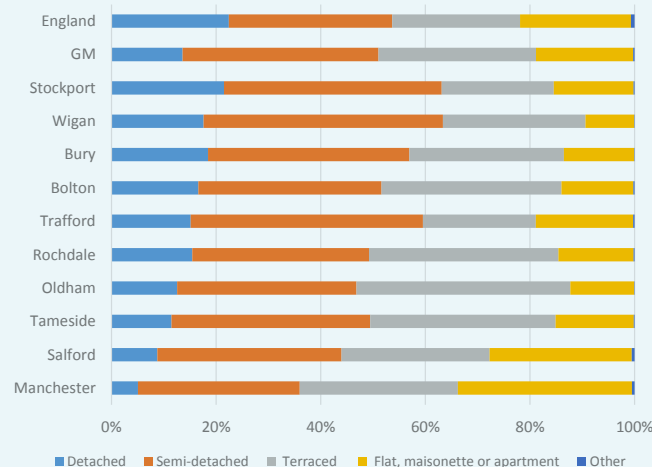
Dwelling stock by council tax band, 2015



provides an opportunity to attract new professional and business support companies to the borough.

- There has been significant leakage of retail and leisure expenditure from Oldham to neighbouring centres, but it is expected that major investments within the town centre, such as Prince's Gate at Oldham Mumps (which includes a Marks and Spencer store) and the redevelopment of the Old Town Hall, will help to reverse this trend.
- Oldham's traditional industrial areas have suffered from increasingly poor environmental quality and premises, with a need to ensure the availability of good quality modern accommodation if the borough is to continue to build on its strengths in terms of manufacturing and logistics.
- An analysis of the Indices of Deprivation shows that there are clusters of very high levels of deprivation within Oldham, with some parts of the borough within the 2% most deprived nationally (see "heat map" shown overleaf).

Accommodation by type



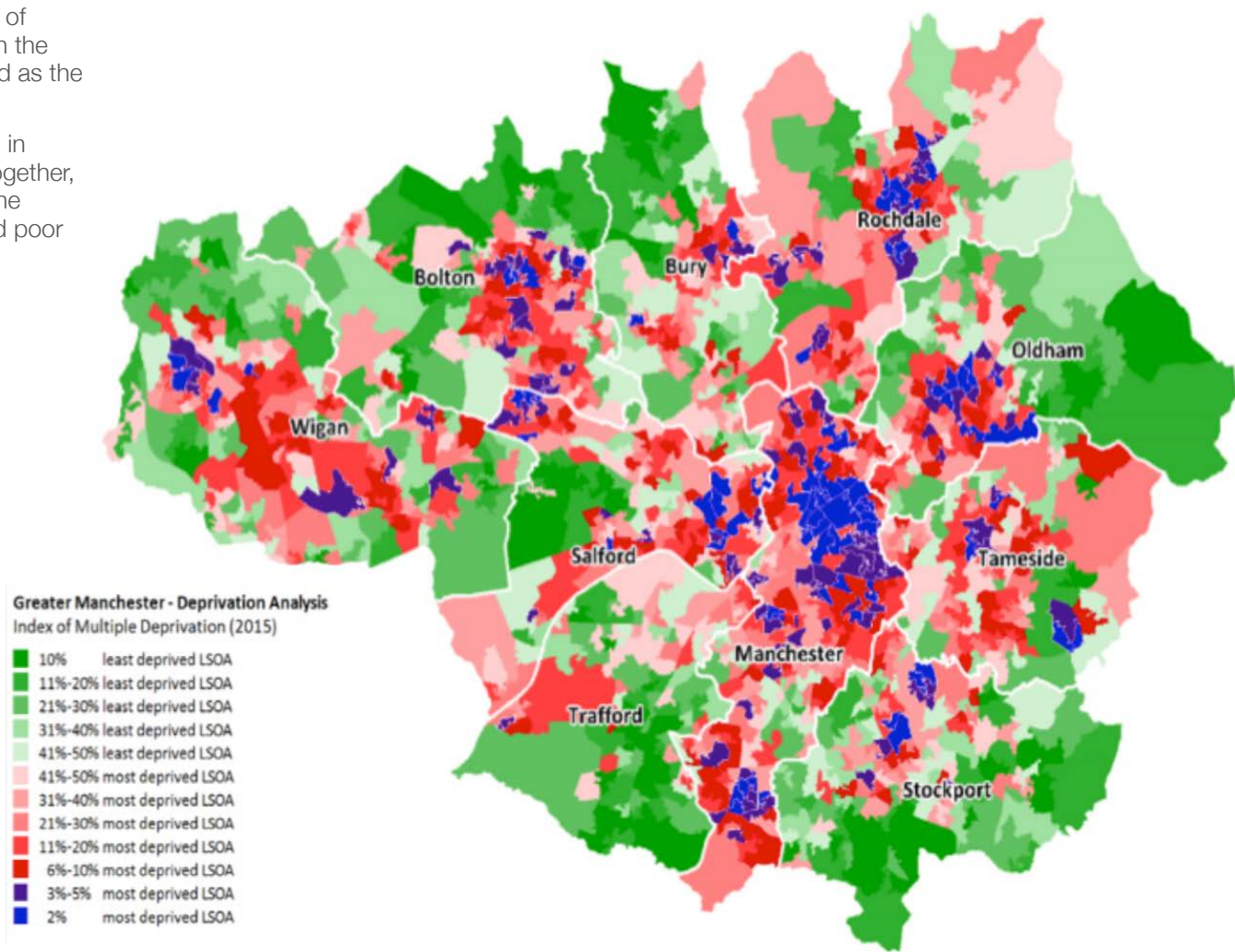
Economic review

Within Greater Manchester there are particular concentrations of deprivation in the north east of the Manchester city area and in the north east of the city region as a whole. Oldham itself is ranked as the 34th most deprived district in England (out of 326).

The borough suffers from particularly high levels of deprivation in terms of income, employment, education and health. Taken together, Oldham’s performance across these domains demonstrates the interrelated challenges of low pay, low skill levels, inactivity and poor health as structural weaknesses facing the borough.

The associations between higher skills, improved employment opportunities and reduced levels of inactivity are well established. Similarly, employment and socio-economic status are the main drivers of inequalities in physical and mental health and mortality, while improvements in health and wellbeing play a key role in supporting economic growth.

It is therefore important that the SIF is brought forward as part of an integrated approach, specifically in relation to the vision and objectives set out in the Work and Skills Strategy and Health and Wellbeing Strategy.



English Indices of Deprivation, 2015 – rank of average score (1 – most deprived, 326 – least deprived)								
	IMD	Income	Employment	Education	Health	Crime	Barriers to housing and services	Living environment
Oldham	34	30	28	34	31	51	315	129

Economic review

Drivers of economic performance

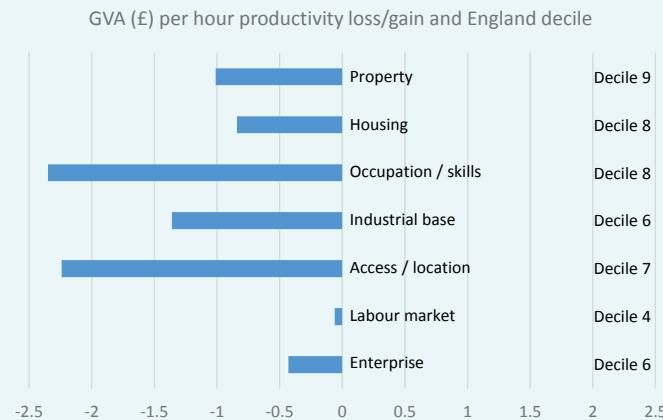
The performance and development of local economies are determined by a range of features but key among them are the nature of their underlying economic 'asset base' and the scale of connectivity and interaction with other local areas.

Using a combination of statistical tools at the local authority level across England, an analysis has been undertaken of how the underlying economic characteristics in Oldham contribute to productivity performance (GVA per hour), as a surrogate indicator for economic performance.

Oldham shows under performance in all asset groups, particularly in terms of skills and occupation, accessibility and industrial structure. The combined under performance across these assets groups equates to an equivalent productivity loss of £8.28 per hour worked.

Challenges and opportunities

The economic review has shown that Oldham has failed to benefit fully from growth at the Greater Manchester level. As well as the local consequences of this unequal performance, the lower levels of growth in Oldham, and in other northern parts of the city region, present a potential 'drag effect' on Greater Manchester. There are, as such, clear priorities in terms of enabling Oldham to contribute positively to the sustainable growth of Greater Manchester and for its residents in turn to be able to access and benefit from the resulting opportunities



- Alongside physical regeneration of the place, there is a requirement to invest in people, equipping them with the necessary skills and training to progress and develop. Employment support will need to include help to those who have identified health-related barriers to employment.
- There is also a continuing need to maximise local job opportunities, providing accessible employment that will help bring people back into work.
- Addressing the 'enterprise gap' will be a key challenge, requiring the development of a more balanced economy with greater levels of investment and business support.
- The town centre is a key asset, but the increasing pressure on town centres to re-define their role and function (including the introduction of more town centre living) will need to be addressed as part of ensuring its long-term and sustained regeneration.
- Population growth has been identified as a principal driver of economic growth for Greater Manchester, with Oldham having the ability to play a key role through the diversification and improvement of its housing offer.



Vision and objectives

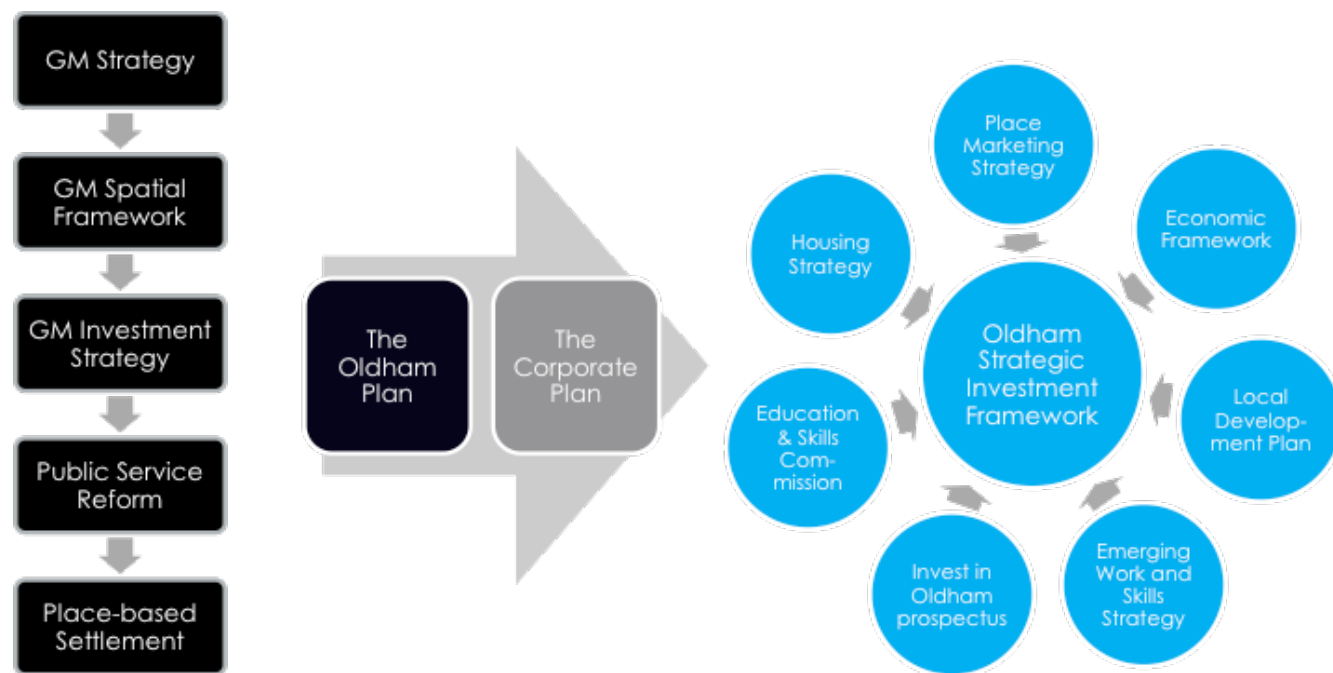
Playing a pivotal role in Greater Manchester's continued economic success

The vision for Oldham is that it will be a key economic contributor to Greater Manchester, providing a place where business and enterprise can thrive and where people will want to live, visit and work. It will also be a place where every resident is enabled to contribute to and benefit from the continued economic growth of the city region.

To achieve this vision, a number of strategic objectives have been identified within the SIF. These objectives reflect the priorities established for the borough in the

Oldham Plan and our Corporate Plan, but with a focus on the key drivers of economic growth and development.

The strategic objectives for Oldham draw upon a suite of research and policy documents for Oldham, while recognising that the city region is the appropriate spatial level within which to position the economic strategy. As such, the objectives have also been informed by the wider Greater Manchester strategic context.



Strategic objectives

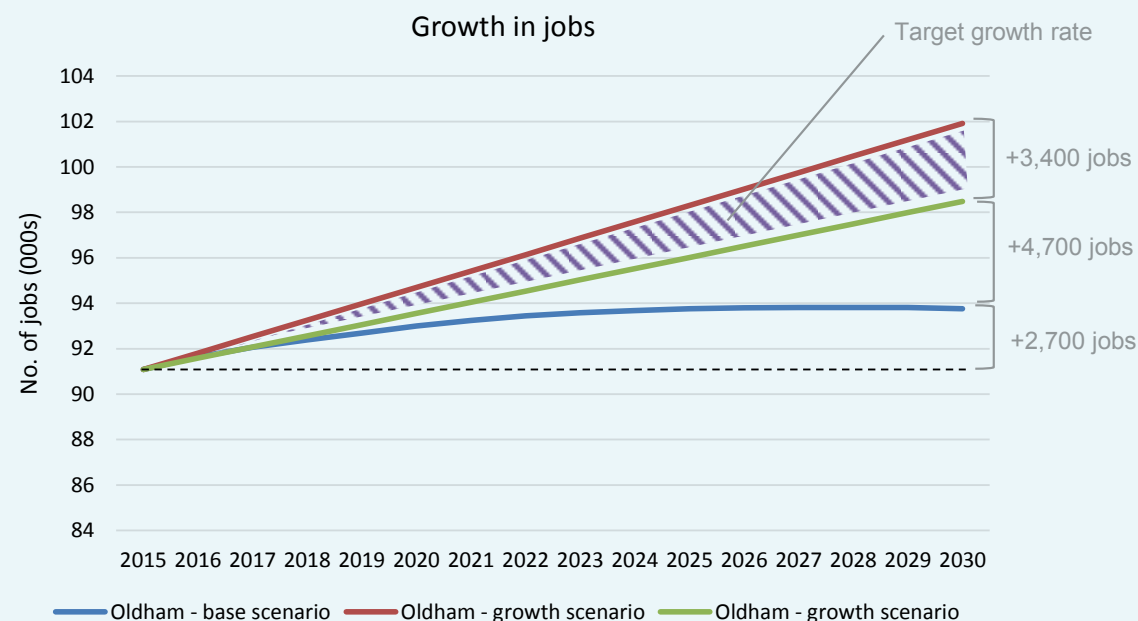
- | | |
|---|--|
| 1 | Develop a skilled, educated and dynamic workforce that can compete for jobs in the city region. |
| 2 | Support people into decent, secure and well-paid employment. |
| 3 | Achieve a balanced local economy, more inward investment and a strong position in Greater Manchester. |
| 4 | Enable more business start-ups and increase survival rates. |
| 5 | Ensure we are a place that supports sustainable economic growth, encourages enterprise and capitalises on new technology and transport. |
| 6 | Create a town centre that meets local residents' needs and wants, is a thriving place for business and attracts visitors to the borough. |

Vision and objectives

Narrowing the gap

At a Greater Manchester level, the focus is on key economic drivers, but it is also recognised that there is a need to raise economic performance across the whole of the city region. The performance of Oldham has lagged behind that of Greater Manchester and for a number of socio-economic indicators, the gap has grown and is forecast to continue to widen. This is particularly the case for many of the borough's disadvantaged communities.

The ambition for the SIF is to narrow the economic gap between Oldham and Greater Manchester and between disadvantaged and other areas. A key aspect to narrowing the gap will be providing Oldham residents with the necessary skills and experience to access employment opportunities across Greater Manchester. But it will also be essential to attract new investment and create additional jobs locally. To match the Greater Manchester growth rate, some 4,700 jobs above base forecasts will need to be created and up to a further 3,400 more would be required for the borough to match the city region employment rate by 2030.



Removing the 'drag effect'

Recent research (OECD Regional Development Working Papers 2014/10) has sought to understand how income inequality is associated with economic growth in OECD regions. The results of the research suggest that, at least during the economic crisis, there was a general negative association between inequalities and economic growth. In particular, higher inequalities seemed to be more detrimental for growth in large cities.

As part of the development of the SIF, economic analysis has been undertaken, using the results of the OECD research, to explore the effects of reducing income inequality within Oldham on the wider economic performance of the city region. The modelling has suggested that, for example, a 1% reduction in income inequality in the borough could result in additional GVA growth in Greater Manchester of up to approximately £100 million by 2035.

Vision and objectives

Develop a skilled, educated and dynamic workforce that can compete for jobs in the city region

Over the past decade, significant progress has been made in terms of educational achievement, with Oldham closing the gap with the rest of the country with regard to Key Stage 2 and GCSE attainment. However, the borough continues to perform poorly in relation to higher level skills, with only a quarter of the population qualified to degree level compared to over a third nationally.

As well as entrenching social exclusion and inequality, a poor skills base is a barrier to growth and higher productivity. A key priority for Oldham is therefore to develop a skilled, educated and dynamic workforce that can compete for jobs in the city region. The challenge will be to maintain and build upon the progress made in relation to the educational attainment of school children, while also increasing the number of adults qualified to level 3 and degree level, through both vocational and academic routes, and particularly amongst those in disadvantaged groups.

Measures of success	Oldham baseline	Gm baseline (LA range)	Oldham target
Residents qualified to NVQ level 3/4+	43%	53% (43%–65%)	Rate of improvement at or above GM average
Residents with no qualifications	16%	11% (6%–16%)	
Students attaining five or more A*–C GCSEs	52%	56% (47%–72%)	
Residents passing apprenticeships	65.8%	68% (61.7%–72.4%)	

Support people into decent, secure and well-paid jobs

Within Oldham there are currently 9,600 residents unemployed (ILO definition, July 2015) - 9.3% of the working-age population, and a further 41,000 residents who are economically inactive, of whom 9,400 want to work. Moreover, those residents in work are less likely to earn as much as their Greater Manchester counterparts. Pakistani and Bangladeshi groups, in particular, are likely to suffer from lower levels of economic activity and 'in work poverty'.

The challenge for Oldham is to ensure that jobs growth in the borough and the wider city region translate into accessible opportunities for local residents, while also not exacerbating the low wage, low skill structural effects that are direct causes of the borough's economic underperformance. This will involve improving the pathways to work and career advancement in order to support people into decent, secure and well-paid jobs, with a focus on tackling the barriers to both gaining employment and progression to higher wage occupations. Linked to this is the wider health and wellbeing agenda, where the priority is to ensure access to the right support to get people into work and stay in work.

Measures of success	Oldham baseline	Gm baseline (LA range)	Oldham target
Employment rate amongst Oldham residents (aged 16-64)	63%	69% (62%–77%)	Rate of improvement at or above GM average
Median annual earnings of Oldham residents	£22,900	£25,500 (£22,100–£30,000)	

Vision and objectives

Achieve a balanced local economy, more inward investment and a strong position in Greater Manchester

The relatively low levels of productivity in Oldham are, in part, due to the general under representation of some higher value added sectors in the borough. For example, the relative sizes of the financial services, scientific research and development, and information and communication sectors (in terms of employment) are all below the national average. More generally, there is a continued over reliance on public sector employment.

To address these issues, Oldham must seek to attract additional private sector investment. The challenge will be to build on the areas where the borough does have a comprehensive advantage, such as in high technology business sectors related to advanced manufacturing, while also diversifying its economic base in order to achieve a balanced local economy.

Measures of success	Oldham baseline	Gm baseline (LA range)	Oldham target
Proportion of employment within the private sector	72%	76% (68%–86%)	Rate of improvement at or above GM average
Average GVA per employee within Oldham	£36,700	£39,900 (£35,800–£42,600)	
Number of commercial properties (and rateable value)	7,631 (£156.4m)	-	

Enable more business start-ups and increase survival rates

In 2010, the Oldham Local Economic Assessment identified a large ‘enterprise gap’ in the borough. Since then, the number of active enterprises in Oldham has increased, but at half the rate experienced within Greater Manchester as a whole, and there remains a relatively low number of businesses as a proportion of the population. Over the last decade, the business stock in Oldham grew by 7% – this is the joint lowest rate of growth (along with Tameside) of the ten city region boroughs. The growth in business births in Oldham over the last ten years has also been among the lowest in Greater Manchester.

The objective for Oldham is therefore to enable and support more people to start-up their own business and for these businesses to then succeed. This will involve supporting small independent businesses as part of the development of the town and district centres, along with targeting high growth potential business start-ups that have the prospect to trade internationally.

Measures of success	Oldham baseline	Gm baseline (LA range)	Oldham target
Number of active enterprises (per 10,000 population)	290	354 (276–501)	Rate of improvement at or above GM average
Number of business births (per 10,000 of population)	38	52 (37–73)	

Vision and objectives

Ensure we are a place that supports economic growth, encourages enterprise and capitalises on new technology and transport

Oldham as a place is undergoing significant change, supported by the council's £100 million capital regeneration programme. The ambition is to build upon this momentum to make Oldham an even better place and to improve perceptions both inside and outside of the borough. Key to achieving this ambition will be to make Oldham an attractive choice for investors, visitors and new and existing residents through improvements to its overall housing, leisure and infrastructure offer.

A particular focus for Oldham will be to build more quality homes in the borough, proving a wider supply of high quality housing across a range of prices and locations. Similarly, there is a need to develop key physical infrastructure to support employment growth, including the provision of modern good quality business accommodation. This will involve identifying the specific requirements of key growth sectors and making the best use of our land resource.

Measures of success	Oldham baseline	Gm baseline (LA range)	Oldham target
Percentage of homes in Council Tax band C-G	29%	34% (24% - 60%)	Rate of improvement at or above GM average
Number of inward investment enquiries (and successes)	826 (175)	-	

Create a town centre that meets local resident needs and wants, is a thriving place for business and attracts visitors to the borough

The town centre is recognised as the heart of the town and as such is a regeneration priority for the council. The Oldham Town Centre Investment Prospectus outlines the council's vision for the town centre summarising the significant capacity for growth. The arrival of Metrolink, along with investment in superfast broadband and improved public realm have created the setting for new development and investment opportunities.

The traditional role and function of the town centre is, however, coming under increasing pressure, particular in relation to its retail core. Oldham Council has responded in part to these challenges with initiatives such as the Yorkshire Street Independent Quarter, but the town centre needs to reposition itself for the future through long-term and sustained delivery of regeneration. This will include a role for high quality residential development in the town centre, as well as a repositioned retail and expanded SME offer.

Measures of success	Oldham baseline	Gm baseline (LA range)	Oldham target
Vacancy rate within the Town Centre	16.3%	-	Rate of improvement at or above GM average
Retail expenditure retained within the borough	58% (£834.2m)	-	

Investment framework

Investment, skills, jobs and homes

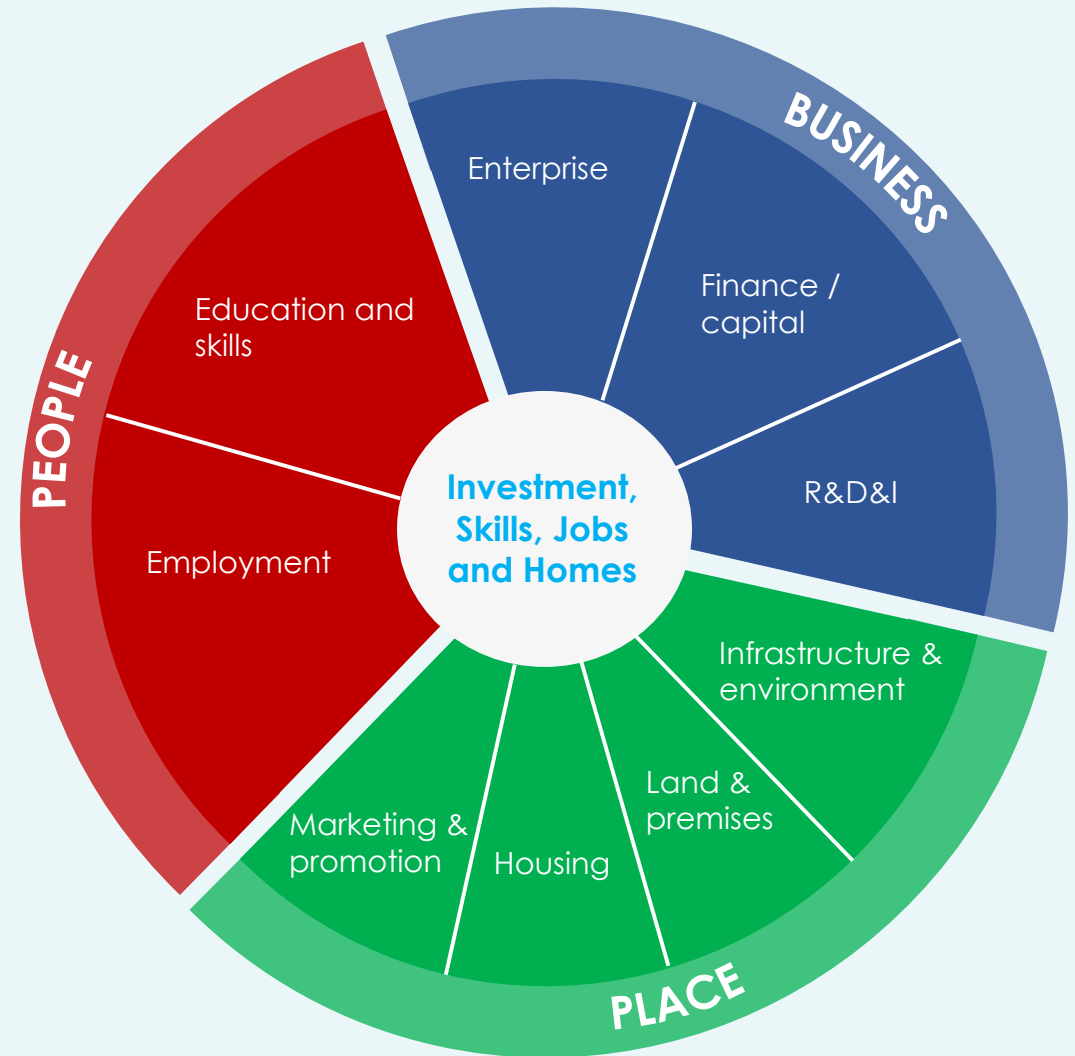
The range of socio-economic challenges facing Oldham mean that a comprehensive investment framework is required. This is reflected in the scope of the objectives outlined for the borough. The SIF provides the opportunity to bring these priorities together to ensure that comprehensive, joined-up action is delivered to grow the economy, providing a productive place where business and enterprise can thrive. Well paid jobs for local residents will be created, coupled with investment in education and skills and the delivery of good quality homes.

The six strategic objectives identified within the SIF have been translated into economic priorities under the three themes of People, Business and Place. Under each economic priority, a programme of suggested activities and projects has been outlined to guide future investment.

This has been accompanied by guiding principles to underpin the activities and approach to delivery of support. The economic priorities for each theme are presented below.

After setting out the programmes for intervention under each of the three themes, the SIF identifies a number of priority projects that should be the focus for intervention over the next two to three years.

Economic priorities



People programme – Investment priorities



Education and Skills

Raising the aspirations and progression of young people and working age adults – through the provision of high quality careers advice and guidance, improved school/industry linkages and promoting opportunities arising in growth sectors in Oldham and Greater Manchester.

Enhancing the Vocational Further Education offer – by working with employers and colleges/FE providers to increase the number of apprenticeships, technical and specialist courses available for young people, particularly those that seek to fill skills gaps and shortages within the local economy and the priority growth sectors.

Improving access to Higher Level Skills provision – by ensuring that there is sufficient provision including advanced apprenticeships (Level 3 and above), undergraduate and postgraduate courses and collaboration with industry.

Developing skills for growth – by promoting the benefits of investing in skills development to improve productivity and competitiveness, through up-skilling and continuous professional development.

Employment

Providing support to enhance career and income progression – particularly for adults in low paid jobs. This will involve piloting a Career Advancement Service to encourage upskilling and progression within the workplace, as well as targeting progression and workforce development within and between priority sectors (at both an Oldham and GM level).

Improving employability and reducing levels of unemployment – through the provision of intensive person centred support to overcome barriers to employment, such as health-related issues, greater targeting, and integration with specialist support providers.

Promoting social inclusion in deprived areas – to reduce disparities within the borough, through collaborative working with partners to improve outcomes for local residents. Support will focus on engagement, provision of high quality Information, Advice and Guidance (IAG), provision of a single case worker to co-ordinate access to services and the promotion of social cohesion, active participation and volunteering.

Key principles underpinning the people programme include:

Flexible delivery – so that the pace of training is tailored to individuals' circumstances (e.g. modular provision, bite-sized, unit based and full qualifications) and training providers respond to the changing employment and skills policy context and impact of devolved budgets within the sub-region.

Accessible provision – including outreach support and flexibility to overcome barriers, alongside new innovative models of delivery e.g. collaborative training among sectors.

Demand led provision – with business involvement at all stages of the process from provision of intelligence and design of curriculum through to delivery, and promoting the benefits of skills investment.

Active engagement of all key stakeholders – including individuals, employers, schools and post 16 providers, the council and other partner agencies, steered by the Economy and Skills Cluster.

On-going monitoring – and provision of up to date intelligence to ensure continued relevance of training and skills provision, particularly in light of new market opportunities arising from R&D&I.

People programme – Key projects and activities

Education and Skills	Key projects/activities	Delivery partners
Schools and Business - raising aspirations among young people	Self-improving education system – work with the newly established collaborative education partnership to improve education and skills outcomes and raise standards of provision across Oldham – in conjunction with education providers, employers and the wider community.	Positive Steps National Career Service Volunteer Centre Oldham Manchester Growth Company Museum of Science and Industry Oldham Council/Schools
	Priority sector ambassadors – identification of sector champions to work in conjunction with the existing STEM ambassador programme to work with schools in promoting the benefits and careers available within their sectors.	
	Oldham ‘careers offer’ – provision of high quality CEIAG for all young people regarding the various routeways into employment (particularly growing sectors) including both vocational and academic routes.	
	Work placements – to feature as part of the careers offer for all young people at school, to gain experience in the workplace. Project to build on best practice from elsewhere for example the provision of holiday ‘coding’ camps.	
	Education/industry skills exchange – co-ordination of schools/college and industry skills exchange such as teachers seconded into the workplace to ensure that trainers have up to date relevant expertise and knowledge of industry standards.	
Enhanced Vocational FE offer	Apprenticeship marketing campaign – delivery of targeted marketing and communications activities to promote apprenticeships (including higher level) to learners and employers and the potential funding available to support this training (Apprenticeship Levy and Adult Learning loans). This needs to align with the promotion of the GM Apprenticeships Hub, with local growth focused on high quality sector specific/relevant apprenticeships.	Oldham College Oldham 6th Form College GM Apprenticeship Hub
	Oldham ‘skills offer’ – to be developed as part of a wider business development package for all employers co-ordinated by a personal business advisor. To include an audit/skills action plan and provision of assistance to co-ordinate recruitment of trainees and access to training support/schemes at all levels, in particular advice regarding the new apprenticeship levy.	
	Innovative/bespoke training – development of tailored training packages for employers in the priority growth sectors – including online training, short course provision and joint training. For example, training support targeted at workforce development in the health and social care sector to address identified local and wider skills shortages.	
	Pilot new apprenticeships models – for example an apprenticeship training agency scheme (ATA) for SMEs or particular sectors to reduce the perceived risks of employing apprenticeships, and benefit from shared apprenticeship opportunities.	
	Advanced learning loans – work with providers and employers to increase demand for loan-funded provision for 19+, Level 3 provision.	

People programme – Key projects and activities

Education and Skills	Key projects/activities	Delivery partners
Higher Level Skills	Raise the profile of HE provision in the borough – support the growing UCO presence in Oldham and retain specialist engineering and manufacturing provision in Oldham. Promote higher level apprenticeships with providers as the levy is introduced and the potential job and career choices stemming from higher level skills in the priority sectors.	Oldham College Oldham 6th Form College University of Huddersfield
	Grow Level 4+ loan funded provision in line with the advanced learner loan strategy.	
	Bursaries/Research grants – assess the potential to develop a grant scheme to provide grants/loans for individuals to progress into higher level postgraduate research (MRES, PhDs).	
	Industry/HE Collaboration – promote the benefits of collaboration and work with companies to develop Knowledge Transfer Partnerships (KTPs) and research/postgraduate placements.	
	Graduate programme – develop graduate retention facilities (incubation space) and a subsidised placement programme within the borough.	
Skills for Growth	Oldham ‘skills offer’ – develop a coherent ‘skills offer’ for employers to include an audit/skills action plan and provision of assistance to co-ordinate recruitment of trainees (from entry level upwards) and access to training at all levels - apprenticeships, upskilling and in work progression, through to graduate placements.	Local Enterprise Agencies Business Growth Hub Get Oldham Working
	Sector based training – design tailored and joint training among businesses in the priority growth sectors, including short courses delivered for the workforce at their place of work, for new entrants and upskilling existing employees.	
	Access to funding – provide support to enable businesses to access and utilise external and mainstream funding alongside their own investment in skills in the workforce (to be co-ordinated by the personal business advisor/account manager as described later).	
	Industry/FE collaboration – facilitate greater collaboration between employers, FE colleges and HE institutions to provide seamless opportunities for individuals to work, learn and progress throughout their careers.	
	High quality sector specific and relevant apprenticeships – work with sector bodies and the apprenticeship marketing campaign, to provide apprenticeships in growth sectors to meet the needs of employers - maximising the value of the levy.	

People programme – Key projects and activities

Employability and social inclusion	Key projects/activities	Delivery partners
Career and in work progression	Career advancement service – develop and pilot a trailblazer model for Oldham, via an extension of the Get Oldham Working (GOW) offer, to provide brokerage, intensive career coaching and a personal training budget for low paid adults in work, to assist progression onto advanced or higher level learning and/or employment.	Oldham Council Positive Steps National Careers Service Volunteer Centre Oldham
	Sector progression – work with careers advisors and employers to promote in work progression and upskilling – including Continuing Professional Development (CPD) - and develop progression pathways, building on entry level jobs, within the priority sectors and between the sectors, taking advantage of new learning loans available for working age adults and the career advancement service.	
	Encourage participation in the Fair Employment Charter among local employers – to promote adoption of the living wage, fair contracts and stability of employment, access to training and support, to enable and encourage employees to 'do their bit' for the borough, and support local people into work through Get Oldham Working.	
	Support innovative upskilling and in work progression initiatives – provide training support for employers seeking to upskill existing employees within the workplace for example Warehouse to Wheels scheme.	
	Sector academies – provide additional employability support and assistance to remove barriers to employment, in conjunction with sector based support. For example, the development of sector-based academies that combine work tasters, pre-recruitment training, and guaranteed interviews for candidates taking part. These academies could be designed and delivered in partnership with the priority growth sector businesses.	
Employability support for people outside the labour market	Intermediate Labour Market Opportunities – provide funding for intermediate labour market interventions and supported employment to assist the transition back into the labour market, and the provision of post recruitment support.	Positive Steps Get Oldham Working
	Overcoming barriers to work – provision of funding to address barriers to skills development and employment. This may include flexibility with regard to eligibility criteria or access issues that require the development of alternative models of delivery – for example online training, outreach provision, or support with language and translation.	
	Access to training – work with Level 4+ providers to develop access routes and provision for individuals from target groups and target areas within the borough; and maintain the Adult Education Budget funded provision in Oldham.	

People programme – Key projects and activities

Employability and social inclusion	Key projects/activities	Delivery partners
Social inclusion	Information, Advice and Guidance (IAG) – engage hard to help groups through the provision of IAG, delivered on an outreach basis, including the transition back to employment; financial advice to overcome debt issues; or specialist advice to address health and well-being problems (e.g. drugs and alcohol issues, mental health problems).	Positive Steps Family Intervention Team Youth Justice Service OASIS (Oldham Alcohol and Substance Intervention Service) Voluntary Action Oldham DWP Working Well
	Integrated work/health commissioning – develop interventions that support joined up health and work approaches. For example engage in the GM-wide Work and Health programme, and support contractors to deliver the Phase 2 of the Working Well programme providing a single point of contact and tailored support to overcome issues holding people back from work by tackling barriers ‘at the right time, in the right order, by the right people’.	
	Active participation and volunteering – promote social cohesion in deprived areas through initiatives that encourage active participation, for example volunteering and participation in community and voluntary activities organised through the VAO (Voluntary Action Oldham) network; or council initiatives - Get Oldham Growing.	

Business programme – Investment priorities

Enterprise Development

Prioritising Sector Development – through the preparation of sector specific growth plans to address industry needs within identified target sectors.

Developing effective and efficient supply chain linkages – by facilitating linkages and promoting efficiency improvements through innovation and flexible support to adapt products and working practices.

Enhancing our inward investment package – through joint marketing with MIDAS/UKTI to position Oldham and develop comprehensive packages of assistance with aftercare support.

Offering high quality business advice, support and mentoring – by providing support at all stages of businesses development (start-up, growth and scaling up), encompassing the development of a business engagement protocol to formalise the relationship between the local enterprise agencies and the GM Business Growth Hub.

R&D and Innovation

Facilitating growth through innovation and a general uplift in research and development – by focusing on promoting collaboration and knowledge transfer, maximising existing assets (for example, through the development of a Health Centre of Excellence) and the adoption of new technologies, including in relation to low carbon and environmental goods and services.

Finance/Capital

Promoting awareness and access to funding – by sourcing potential funding, through the development of relationships with local banks and other lenders and facilitating access to European and Government sources. Active marketing and signposting will be required, in conjunction with support to access funding, including venture capital. New funding schemes will be explored to support business start-ups, including a turnover rent offer for council premises.

Key principles underpinning the business programme include:

Appointment of a personal advisor – to streamline the advisory service and access support on behalf of the business.

Demand-led provision – responsive to changes taking place within the industries in Oldham, particularly the growth sectors and those facing rapid technological change.

Maximising job opportunities for local residents – to ensure that they benefit from investment in the borough.

Ongoing monitoring – to verify that business support activity is delivering value for money and services that are relevant to the needs of businesses.

Marketing and promotion will also form an important part of supporting business growth and development. The key investment priorities and activities in relation to marketing and promotion are set out under the Place Programme.

Business programme – Key projects and activities

Enterprise activities	Key projects/activities	Delivery partners
Sector Development	Priority sector growth plans – including measures to increase skilled labour, access to sites and premises, other infrastructure improvements (for example IT, transport access), finance for business investment, exploiting R&D&I, export advice and support to access new markets, collaborative marketing and promotion.	Oldham Council Oldham Chamber Sector bodies/ networks Business Growth Hub GM Apprenticeship Hub Colleges
	Specialist joint sector projects – development of sector specific projects arising from the individual sector growth plans. For example, the development of a shared apprenticeship schemes for employers in manufacturing industries in the north east of Oldham, Chadderton and Hathershaw.	
Supply Chain Development	Developing supply chain linkages – facilitate meet the buyer events, local capacity registers, provision of procurement/legal advice to develop contract clauses.	
	Supply chain efficiency improvements – provide support for businesses to introduce supply chain efficiency improvements, to meet Original Equipment Manufacture (OEM)/Tier 1 supplier requirements.	
Inward Investment	Joint marketing – Invest in Oldham work in conjunction with GM partners (MIDAS and UKTI) to target inward investment opportunities and position Oldham within the city region.	Invest in Oldham MIDAS UKTI
	Comprehensive support packages – develop a coherent support offer, which includes the coordination of services (finance, property, recruitment and skills) and the delivery of aftercare support.	
Business advice, support and mentoring	Business engagement strategy/protocol – design a business engagement and support strategy (or protocol) with an ‘Oldham Business Account’ and personal business advisor central to the model.	Local Enterprise Agencies (e.g. Blue Orchid) Oldham Council Oldham Chamber Business Growth Hub Other Manchester Growth Company partners
	Shared services for business start-ups – provide shared services for business start-ups and SMEs to complement existing provision (for example - the Acorn Business Centre; the E3 Business and Enterprise Hub; Falcon Business Centre) and additional incubation space and innovation centres in key locations (for example, the new Office Quarter).	
	Develop networks and a directory of support – tailor other business support to meet Oldham’s needs, by facilitating linkages with key partners, for example the colleges in relation to apprenticeship support and upskilling; and the Unity Partnership with regard to property and business premises.	

Business programme – Key projects and activities

Finance/capital activities	Key projects/activities	Delivery partners
Promoting awareness and access to funding sources	Source funding – through the development of relationships with local banks and other lenders; and facilitating access to European and Government sources (e.g. for sectoral growth, exporting, innovation).	Manchester Growth Company Oldham Council
	Marketing/signposting – deliver active marketing and signposting support to raise awareness, through business events, websites, and via the network of business account/relationship managers.	
	Accessing funding – provision of assistance to help businesses access funding (including venture capital). The personal business advisor will be responsible for accessing/delivering this support.	
Development of funding schemes	Grant/loan schemes – develop a scheme such as a turnover rent offer for council premises for business start-ups and work with incubators to identify start-up needs.	
	Policy to support objectives – develop a business rent/rates scheme and policy that supports the delivery of these objectives.	
R&D&I activities	Key projects/activities	Delivery partners
Research & Development Knowledge Transfer	Develop a Health Centre of Excellence – with key partners in the borough to maximise the benefits of existing assets including the Royal Oldham Hospital (which has received £62m investment since 2009) and includes a £17m state of the art radiotherapy centre, the first of its kind in the UK, delivered through the joint venture with The Christie Cancer Centre. The centre of excellence will also benefit from the investment in primary health care, including new integrated health care centres delivered by Community 1st Oldham, the Local Improvement Finance Trust Company.	Oldham Council NHS Oldham Pennine Acute Hospital NHS Trusts Oldham Chamber Business Growth Hub Other Manchester Growth Company partners
	Promote awareness/access to research findings and knowledge – in particular, information that will impact growth within their industries, so that they are in a position to respond by innovating and investing in new products and processes accordingly. This will include facilitating linkages with the Innovate UK Knowledge Transfer Networks and co-ordinators and liaising with the Research and Development and Innovation (R&D&I) activities being delivered by the National Catapult Centres, in addition to local activity.	
	Maximise the benefits of existing assets – and facilitate greater collaboration with industry, through Knowledge Transfer Partnerships and postgraduate research activity and placements.	
Innovation support	Adoption of new technologies – promote innovation amongst the business base, particularly the key priority sectors, and provide flexible support for companies to adapt to new products and services, including green technologies. Ensure that this innovation is cascaded throughout the supply chain.	

Place programme – Investment priorities

Land and Premises

Transforming the town centre – through building on the success achieved to date and significantly improving the business, residential and leisure offer within the town centre.

Bringing forward the development of strategic sites and premises – by working with the various joint venture vehicles in place and other site owners/developers to develop, deliver, promote and market key development schemes, including sites identified through the GMSF.

Creating an attractive and vibrant network of district centres – through the development and implementation of district centre development plans.

Housing

Supporting the development of key residential sites – by providing housing market advice and support to facilitate the delivery of new high quality housing.

Unlocking private sector investment – by exploring new routes through which to unlock additional investment, such as through the establishment of a co-investment vehicle.

Infrastructure and Environment

Delivering a programme of strategic transport improvements – by working alongside Transport for Greater Manchester to identify key public transport schemes and major road improvements, including opportunities relating to the development of orbital public transport links, the proposed trans-Pennine tunnel, HS3 and new road links opening up strategic and housing employment sites within the borough.

Improving broadband provision and take-up – through activities to raise awareness of the benefits to business and interventions to ensure reliable and high speed access.

Developing Oldham's cultural assets – through the delivery of the Cultural Regeneration Programme, and enhancing the use of existing assets.

Improving the quality of Oldham's environment – by investing in the borough's public open spaces and supporting low carbon living and working through new low carbon homes, commercial properties and transport.

Marketing and Promotion

Developing a marketing programme – which will include updating and refreshing the place marketing strategy and collaboration with Marketing Manchester to ensure a consistent message.

Raising the profile of the area and the businesses within it – by working alongside Greater Manchester partners to improve the perceptions of Oldham and the city region nationally and internationally

Key principles include:

- raise the quality of Oldham's places;
- maximise land resources to drive growth and increase productivity;
- identify key physical infrastructure requirements to support growth in housing and employment, particularly in identified growth sectors;
- transform social infrastructure provision to match demographic change and housing delivery; and
- develop a policy framework to influence quality and location of development.



Place programme – Key projects and activities

Land and premises	Key projects/activities	Delivery partners
Town Centre	Work with the developers to deliver key projects underway – including Prince's Gate at Oldham Mumps, the Old Town Hall, and Public Realm improvements.	Oldham Council Joint Venture Partners Invest in Oldham Unity Partnership
	Progress the delivery of new projects including Hotel Future, the Cultural Regeneration Programme, and Bloom Street – through the provision of assistance to secure external/gap funding, engage development partners and ensure the schemes are delivered in accordance with outline plans.	
	Develop the town centre 'Quarters', including the Office Quarter and the Independent Quarter, through marketing and promotional activities, provision of business support to assist businesses relocating to these areas, and the consideration of future options for all of the council's markets.	
	Provide advice and support to housing market developers and investors to access public sector funding to deliver town centre residential property schemes (nine residential sites identified to date, as potential options for co-investment through the residential development vehicle).	
	Explore the regeneration and redevelopment of One Public Estate assets. This could encompass the development of a mixed-use offer, including a new hotel, office and residential accommodation, retail space and a new town square.	
Sites and Premises	Provision of assistance to develop and deliver the Hollinwood and Foxdenton sites – through site servicing and access issues at Foxdenton.	Oldham Council Invest in Oldham Unity Partnership
	Promote and market the development opportunities available at Broadway Business Park and Greengate.	
District Centres	Develop district centre development plans and associated programmes to transform/improve in particular the following local areas: Royton Town Centre, Chadderton and Shaw.	Oldham Council Investors Private sector developers
Co-Investment Vehicle	Complete the establishment of a co-investment vehicle for Oldham and identify and deliver an initial phase of the scheme.	Oldham Council GMCA

Place programme – Key projects and activities

Land and premises	Key projects/activities	Delivery partners
Land disposal and Lettings policy	Continue to deliver the strategic approach to land disposal – working with investors, developers and the co-investment vehicle, in order to generate sites that could be used for residential/commercial development and economic growth.	Oldham Council Private sector developers
	Develop a Property Lettings and Investment Policy – to maximise the economic impact associated with the council's existing property portfolio.	
	Update the Corporate Asset Strategy – to incorporate the strategic approach to land disposal and the new policy regarding property lettings and investment.	
New strategic employment site	Work with local partners and the GMCA to release Green Belt land near Stakehill and in North Crompton, for the development of new employment sites linked to priority sectors. This would include opportunities adjacent to major transport corridors.	Oldham Council Landowners Private sector developers GMCA

Housing	Key projects/deliverables	Delivery partners
Market support programme	Provide advice and support to developers, investors and registered providers to enable them to access public sector funding that will facilitate the delivery of new high quality housing – offering greater choice for residents within the borough.	Oldham Council Unity Partnership
	Promote the delivery of housing at key residential sites such as Lancaster Club and Fletchers Mill.	
	Develop projects that target vacant properties, the private rented sector, and key groups, including starter homes making use of the Homes and Communities Agency's new programme.	
Co-investment vehicle	Directly invest in the delivery of new housing through the co-investment vehicle, and provide new residential units in identified sites across the borough.	Oldham Council Developers Registered providers

Place programme – Key projects and activities

Infrastructure and environment	Key projects	Delivery partners
Transport	Work with Transport for Greater Manchester to deliver a programme of strategic and local improvements/ investments – to complement the new Metrolink investment, including road improvements to the main gateways into the town centre, open up new strategic employment and housing sites, and to explore the opportunities to provide rapid transport links as part of developing a public orbital transport network.	Oldham Council Transport for Greater Manchester
Broadband	Continue to support delivery of improvements to the broadband and Wi-Fi Infrastructure across the borough to ensure that businesses can benefit from superfast broadband and next generation access. Work with businesses to raise awareness of the new infrastructure and the potential business benefits available and provide support to encourage uptake of the new technologies.	Oldham Council
Cultural assets	Deliver the new Cultural Regeneration programme – through the provision of assistance to secure external funding and appointment of a development partner. Enhance the use of existing assets – including Gallery Oldham, Oldham Library, Lyceum, The Queen Elizabeth Hall and George Street Chapel – through greater promotion and marketing.	Oldham Council Developer School Network Invest in Oldham
Environment	Improve the quality and extent of the borough's public open spaces – by providing new and enhanced public spaces, linked to key developments such as the One Public Estate assets, and by making it easier to access the borough's open spaces and existing environmental assets. Support the low carbon agenda – by building on the success of Metrolink to provide a range of sustainable transport services for residents and commuters, promote the development of low carbon housing and commercial premises, and support the development of the low carbon and goods and services sector.	Oldham Council Transport for Greater Manchester Developers

Place programme – Key projects and activities

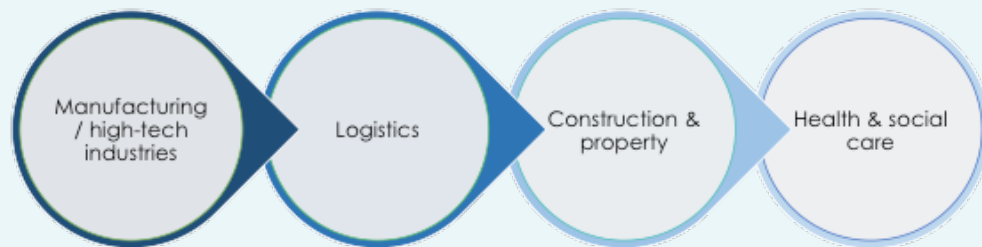
Marketing and promotion	Key projects	Delivery partners
Place marketing programme	Update/refresh the Place Marketing Strategy – which seeks to incorporate place marketing, place making and place shaping to provide a holistic approach to place management which will in turn deliver growth, investment and jobs.	Oldham Council Invest in Oldham Unity Partnership Marketing Manchester
	Implement the strategy – through co-ordinated advertising, stakeholder engagement, production of new marketing materials, event delivery, enquiry/customer relationship management and embedding consistent messages in marketing materials. This will require joint work with Marketing Manchester.	
	Continue to develop/refresh the suite of prospectus' that are designed to raise the profile of Oldham as a place to live, visit and invest in. This will include material produced for the: <ul style="list-style-type: none"> • dedicated business marketing campaign • tourism campaign (building on Visit Oldham) • investment prospectus • residential development prospectus • individual development sites 	
Marketing Oldham and the Business Base	Deliver a dedicated business support campaign – with particular emphasis on the sectors that Oldham is seeking to grow. This needs to complement the activities of Marketing Manchester to ensure that Oldham is well positioned within the GM city region.	Oldham Chamber Invest in Oldham Marketing Manchester MIDAS UKTI
	Invest in Oldham – build on the established 'Invest in Oldham' brand/campaign and the 'offer' for potential investors, to ensure that a complete package of support is provided that includes pro-active aftercare support to ensure that the business is embedded within the local economy.	
	Develop an Oldham 'Ambassador' role – to work alongside the MBASSADOR programme being delivered by Marketing Manchester, to raise the profile of the Greater Manchester city region as a leading business location.	
	Develop the Visit Oldham (tourism site) into a targeted campaign that adds value to the business support, and inward investment offers, highlighting the tourism infrastructure across the borough and further afield within Greater Manchester.	
	Work with partner agencies to develop a shared business events calendar – to raise awareness and promote the support on offer for businesses wanted to invest and expand within the Oldham area – including start-ups, existing businesses and potential inward investors.	

Priority sectors

Identifying priority growth sectors

As part of developing the SIF, analysis has been undertaken to understand the key potential growth sectors for Oldham. This has encompassed a review of economic forecasts for the borough and an assessment of its strengths and assets. The six priority sectors identified have been selected on the basis of their ability to drive future jobs and economic growth as well as increased productivity. Four of the sectors, where the borough already has strong clusters of employment, (manufacturing, logistics, construction and property, and health and social care) are areas where Oldham is seen as having the potential to play a lead role at the city region level. In terms of retail, leisure and hospitality and professional and business support services, these sectors will provide an important focus for achieving a balanced local economy.

Growth sectors – City Region



Growth sectors - local



Manufacturing/high-tech industries

Why is this sector important?

Manufacturing is still a large employer within Greater Manchester and particularly dominant in Oldham, where it accounts for 14% of employment. It is also highly productive with a GVA per person in employment of £60,000, compared to the borough average of £36,700. Future GVA growth within the sector in Oldham is forecast to be higher than the respective growth rate at the UK level.

Strengths of the sector in Oldham

The strength of the manufacturing sector in Oldham is wide ranging, with, for example, a significant increase in employment in textile manufacturing in recent years. However, the borough also performs strongly in relation to high technology sectors related to manufacturing and advanced manufacturing is the largest sub-sector in terms of number of businesses.

Supply side requirements

The changing nature of manufacturing, particularly in terms of the advanced manufacturing sector, is driving demand for modern, high quality industrial property with access to major transport links. There is also an increasing need for higher level skills in manufacturing, with a shift towards managers, professional and associate and technical occupations.

Programmes to support sector development

Higher level skills development; sector and supply chain development; access to finance; technology transfer; innovation programme; new strategic employment sites.

Priority sectors

Logistics

Why is this sector important?

Logistics is the sixth largest sector in Greater Manchester in terms of employment and seventh largest in terms of GVA. It is also identified as a key enabler of growth for the city region's other sectors. Within Oldham, the sector employs some 3,800 people, representing 5% of the total workforce, with forecasts suggesting that employment in the sector will continue to increase.

Strengths of the sector in Oldham

Oldham benefits from an accessible location, with direct access to the M60 and M62, and is in close proximity to the regional centre. It is also able to offer relatively affordable sites and premises. The analysis of forecasts for Oldham highlights a particular strength with regard to land transportation and warehousing.

Supply side requirements

The principal requirements of the logistics sector will be related to location and access to major transport routes, along with the availability of suitable sites and premises. Historically, the sector has been associated with relatively low level skill requirements, although it has begun to move towards a higher skill business model. The government's logistics growth review highlighted difficulties in attracting high skilled young entrants as a significant barrier to increased productivity.

Programmes to support sector development

Skills for growth; employment support and career progression; employability programme; sector and supply chain development; access to finance; new strategic employment sites.

Construction and property

Why is this sector important?

There are some 53,000 people employed in the construction sector in Greater Manchester and it is estimated that it contributes £3bn of GVA to the city region economy. It is also an important sector in Oldham, accounting for 6% of the borough's total employment. The construction sector is forecast to grow significantly across Greater Manchester.

Strengths of the sector in Oldham

The GMFM forecasts highlight that buildings construction, engineering and specialist construction activities, along with real estate activities, are particular strengths within Oldham, with both sectors expected to be key drivers of employment and productivity growth. Research by New Economy also suggests that Oldham is well placed to benefit from anticipated growth in residential development within the city region.

Supply side requirements

The extensive supply chain associated with the construction sector means that locational requirements will include good access to major transport routes. Skills supply is also a key issue facing the sector nationally, with the sector having emerged from the recession with an increasing skills gap.

Programmes to support sector development

Skills for growth; employment support and career progression; employability programme; sector and supply chain development; technology transfer; innovation programme; town centre; residential development vehicle.





Priority sectors

Health and social care

Why is this sector important?

Health and social care is the largest single sector in Greater Manchester, providing employment for over 165,000 people (14% of total employment). Future population trends are likely to place increasing pressure on this sector, stimulating demand for further employment. The sector is also the largest employer in Oldham, accounting for 18% of the total workforce.

Strength of the sector in Oldham

The health and social care sector has seen significant growth in Oldham and economic forecasts suggest that this growth will continue. The sub sectors of human health, residential care and social work are each expected to drive growth in employment and GVA. Oldham also benefits from a number of local assets. This includes Oldham Royal Hospital, which employs some 4,700 people and has benefited from over £62 million of investment since 2009.

Supply side requirements

The health and social care sector has continued to suffer from recruitment and retention problems, linked in part to increasing demand due to demographic changes. There also remains a range of skills gaps and occupational shortages that represent a barrier to raising productivity in the sector.

Programmes to support sector development

Enhanced vocational FE offer; higher level skills development; employment support and career progression; employability programme; sector development; technology transfer; innovation programme; town centre

Retail, leisure and hospitality

Why is this sector important?

Combined, the retail, leisure and hospitality sectors make up a significant proportion of both the Greater Manchester and Oldham economy. They provide an important route into work and 'entry level jobs' with a large proportion of the jobs being accessible to those with lower level skills. In relation to Oldham in particular, the retail, leisure and hospitality sectors are also seen as key to transforming the borough as a place to live, work and visit.

Strength of the sector in Oldham

There is continued growth forecast in employment in the hospitality and leisure sectors across Greater Manchester and Oldham has begun to improve its offer to ensure it is well paced to benefit from this growth. This includes the development of a new cinema complex and two new leisure centres, along with the town centre cultural regeneration programme. The proposed Hotel Future project will also deliver hospitality sector skills and training.

Supply side requirements

Similar to health and social care, recruitment and retention of staff is identified as one of the biggest challenges facing the retail, leisure and hospitality sectors. Improving the image of the sectors among potential employees, developing staff skills, and initiatives to promote in work progression are all seen as critical.

Programmes to support sector development

Schools and business; changing vocational FE offer; employment support and career progression; employability programme; business advice; marketing programme; town centre.

Priority sectors

Professional and business support services

Why is this sector important?

Together, the professional and business support services sectors employ some 228,000 people in Greater Manchester (19% of total employment) and encompass a range of high value added activities. Professional services is forecast to be one of the highest growth sectors for the city region in terms of both employment and GVA, with business support services also expected to grow strongly.

Strength of the sector in Oldham

There has been recent strong growth in professional and business support services within Oldham, with employment concentrated in the town centre. However, focused investment is required to further develop these sectors and target businesses wishing to locate outside of the regional centre in lower cost accommodation. The arrival of Metrolink and the proposed development of an Office Quarter in the town centre will help to strengthen Oldham's offer.

Supply side requirements

Key supply requirements will include access to skilled labour and strong business to business links, along with good quality accommodation close to public transport and other facilities.

Programmes to support sector development

Higher level skills; employment support and career progression; sector and supply chain development; inward investment; business advice; access to finance; marketing programme; town centre; new strategic employment sites.

Importance of priority sectors to Oldham

(2014)	Employment	Location quotient*	GVA per employee
Manufacturing	11,200	1.7	£60,000
Logistics	3,800	1.1	£22,300
Construction and property	6,400	1.3	£69,200
Health & social care	14,300	1.4	£23,700
Retail, leisure & hospitality	15,800	0.9	£20,800
Professional & business support	8,300	0.6	£43,500

Source: ONS, BRES; Oxford Economics, GMFM

*The location quotient represents the ratio of the proportion of employment in the sector locally compared to the proportion of employment in the same sector nationally

Priority projects – People and business

Employment support and career/wage progression

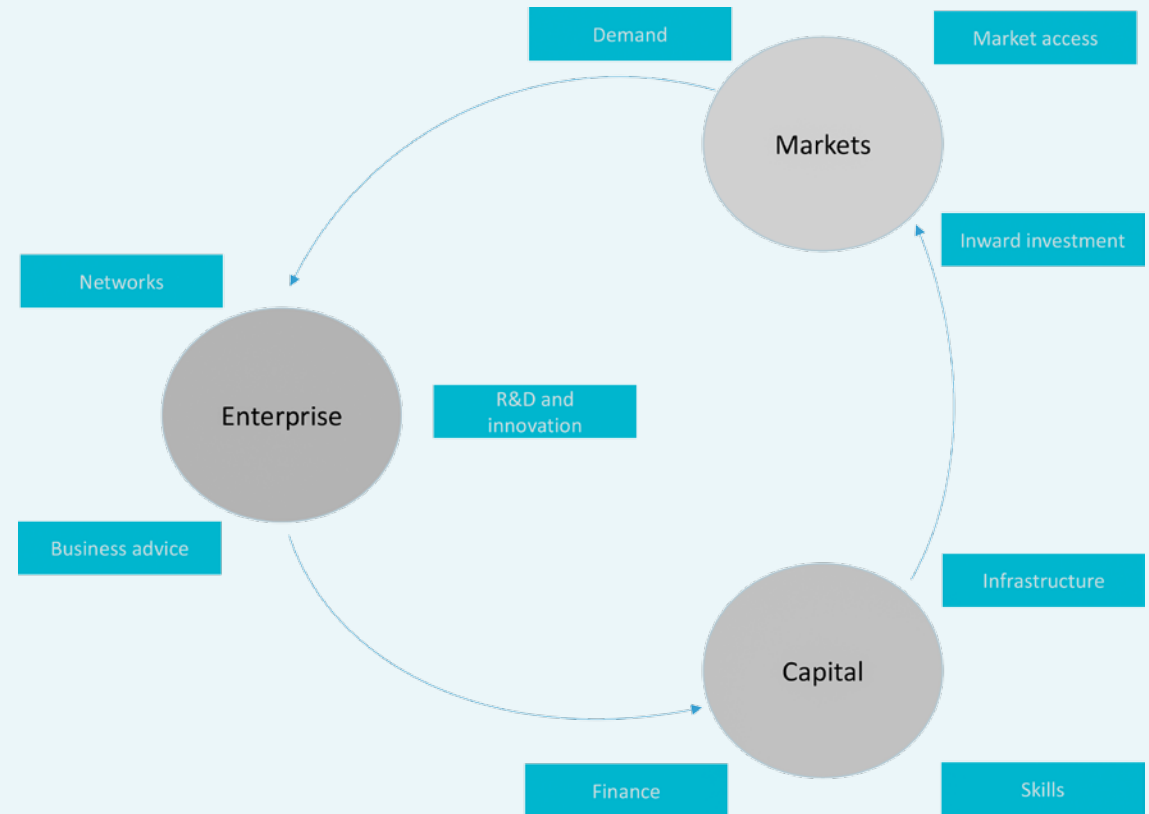
The Career Advancement Service has been developed by Greater Manchester partners as a potential trailblazer. The proposed service would target low paid adults in work with the intention of lifting in-work progression through skills acquisition. This has the potential to address the low rates of progression by employees in low skilled work by giving adults in work a greater opportunity to take advantage of support for learning and development. The service would involve intensive career coaching and a personal training budget to enable low skilled workers to find paths to better skilled and better paid work. Within Oldham, the trailblazer will be established via an extension of the core Get Oldham Working offer, providing for continued post-employment support and progression onto advanced or higher level learning and/or employment.

The model will directly address a key issue arising at a national level – namely projected vacancy rates contrasting sharply with the number of young people forecast to enter the labour market over the next decade. Career and pay progression of working age adults in employment will also assist areas move towards full employment and raise productivity levels which are currently lagging in many areas, including Oldham.

It is proposed that the Career Advancement Service model is piloted in Oldham, Rochdale or Tameside before this is rolled out across the city region or nationally. A variety of funding routes are being explored to test the model including: the Adult Skills Budget, the new round of ESF, government pilot funding, and exploring the diversion of funding currently used by the National Careers Service.

Sector development

A range of actions will be undertaken to support the development of each of the identified priority sectors. These actions can be grouped as follows: markets - to stimulate demand; to enable access to markets; and to attract mobile investment from outside of Oldham and the city region; capital – to ensure the availability of finance; to secure an appropriate skills base; and to meet infrastructure requirements; and enterprise: to provide business support; to promote R&D and innovation; and to encourage business collaboration.



Priority projects – Place

Wider borough development sites

Five priority projects have been identified outside of the town centre, involving the delivery of new housing and high quality employment space. Consideration is also being given to the potential to release land in the Green Belt to create new strategic employment sites.

Foxdenton, Broadway Green

- Development of a premium business park (office, business and industrial space)
- Residential development for up to 500 aspirational homes
- Potential to create 2,095 gross jobs and gross GVA of £84m p.a.

Hollinwood Junction

- Development of new business destination on the M60, at a key gateway into Oldham Town Centre
- Proposals for up to 25,000 sq m of employment / commercial space
- Potential to create 750 gross jobs and gross GVA of £36m p.a.

Hartford Mill, Werneth

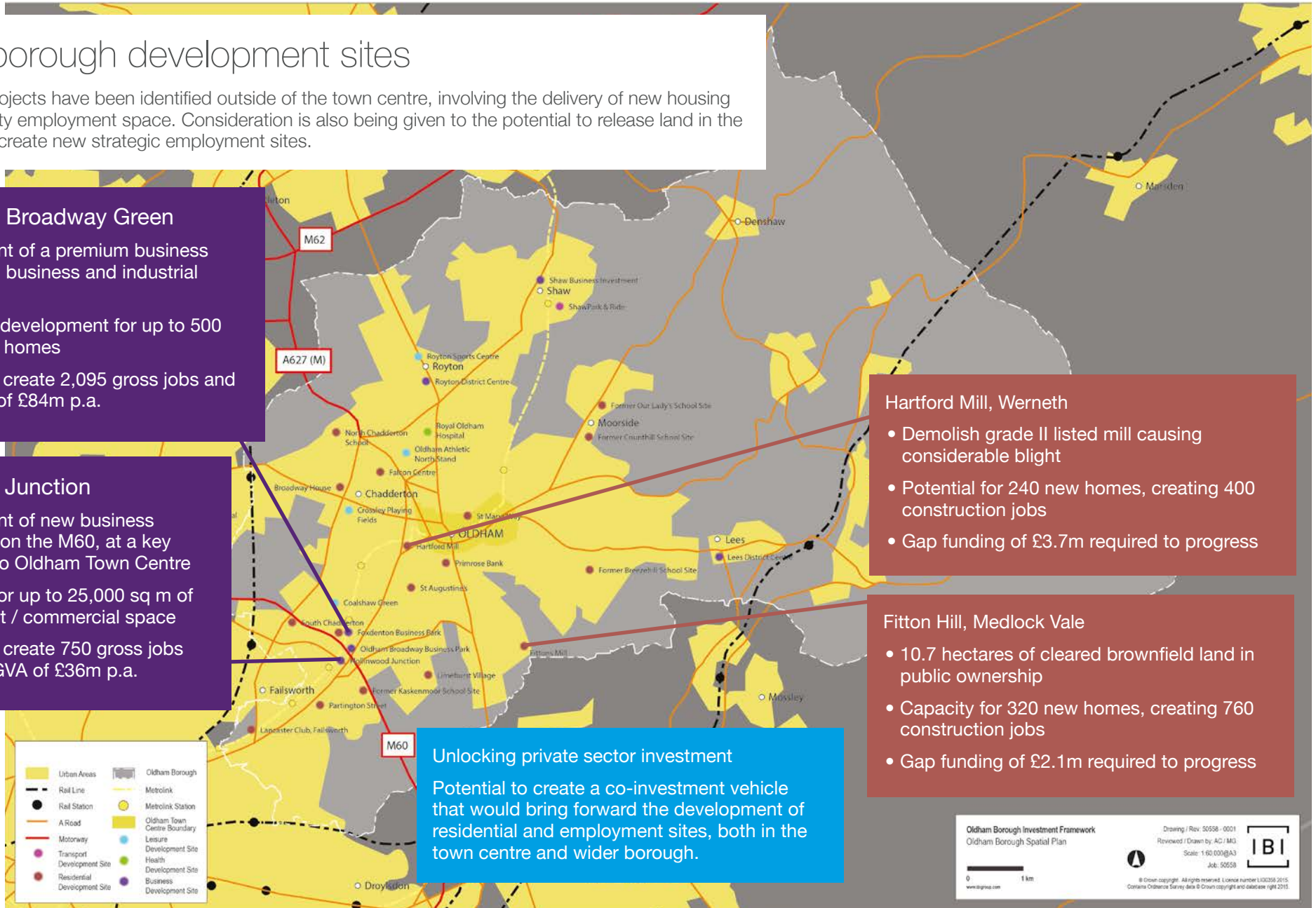
- Demolish grade II listed mill causing considerable blight
- Potential for 240 new homes, creating 400 construction jobs
- Gap funding of £3.7m required to progress

Fitton Hill, Medlock Vale

- 10.7 hectares of cleared brownfield land in public ownership
- Capacity for 320 new homes, creating 760 construction jobs
- Gap funding of £2.1m required to progress

Unlocking private sector investment

Potential to create a co-investment vehicle that would bring forward the development of residential and employment sites, both in the town centre and wider borough.



Priority projects – Place

Oldham Town Centre

The town centre is an investment priority for the council and a number of priority projects have been identified to drive forward economic growth.

One Public Estate

- Use of public sector assets to provide new office, residential, retail and leisure space
- Encompass new market hall and town square
- Potential to create 950 new gross jobs and £38m gross GVA p.a.

Prince's Gate

- Major new retail and leisure anchors
- New office, commercial and residential areas
- Creation of 839 gross jobs and £21m gross GVA p.a.



Old Town Hall

- 800 seat, seven screen Odeon cinema, with six restaurant units
- Create a leisure anchor as part of wider cultural and retail offer
- Potential to stimulate creation of 238 gross new jobs and £5.7m gross GVA p.a.



Cultural Regeneration Programme

- Development of a new Heritage and Arts Centre and new theatre
- Part of longer term plan to deliver a cultural hub in the town centre

Town Centre Regeneration

- Coliseum & Heritage Centre
- One Public Estate
- Leisure Centre
- Old Town Hall
- Prince's Gate
- Southlink and Land Adjacent to Alexandra Park Residential Site
- Lees Road Depot Residential Site

OLDHAM BOROUGH INVESTMENT FRAMEWORK Town Centre Regeneration

0 250 m
www.bol.gov.uk

Drawing / Rev: 50558, GIS, 04 / 1
Reviewed / Drawn by: MG / EC
Scale: 1:7000@A3
Job: 50558



© Crown copyright and database rights [2011]
Ordnance Survey license G100019666
Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics,
CNES/Airbus DS, USDA, USGS, AEX, GeoMapping, AeroGRID,
IGN, IGH, satellite, and the GIS User Community

Priority projects – Place

One Public Estate

Master planning work is currently being undertaken to see how public assets within the town centre can be used to bring forward a major development opportunity. This will form part of the next stage of the town centre's transformation, following the successful delivery of projects such as the new leisure centre and redevelopment of the Old Town Hall.



Priority projects

Driving economic growth in Oldham

The priority projects outlined above will generate a range of economic benefits for Oldham and the wider city region. Combined, it is estimated that the key development sites could generate the following impacts:

- new investment of over £650 million, supporting some 8,700 person years of construction employment;
- a total of 4,300 full-time equivalent (fte) gross jobs generated through the provision of new employment space;
- an uplift in GVA per annum of approximately £200 million as a result of the new employment opportunities created; and
- the provision of around 3,300 new homes, including new housing provision within the town centre.

The delivery of the priority projects will also generate new revenue to the public sector through additional Council Tax, New Homes Bonus and business rates.

It has been estimated that the new housing provided through the priority projects could lead to New Homes Bonus payments amounting to a total of £32 million. Added to this, the projects could generate £5 million per annum of additional Council Tax revenues and £6 million per annum of new business rates income, once fully complete.

Priority project benefits



The benefits of narrowing the gap

The interventions outlined within the SIF, including the identified priority projects, will play a key role in narrowing the gap with Greater Manchester. An analysis has been undertaken of the consequential impacts if this gap can be closed by 2030, specifically in relation to the borough's employment rate.

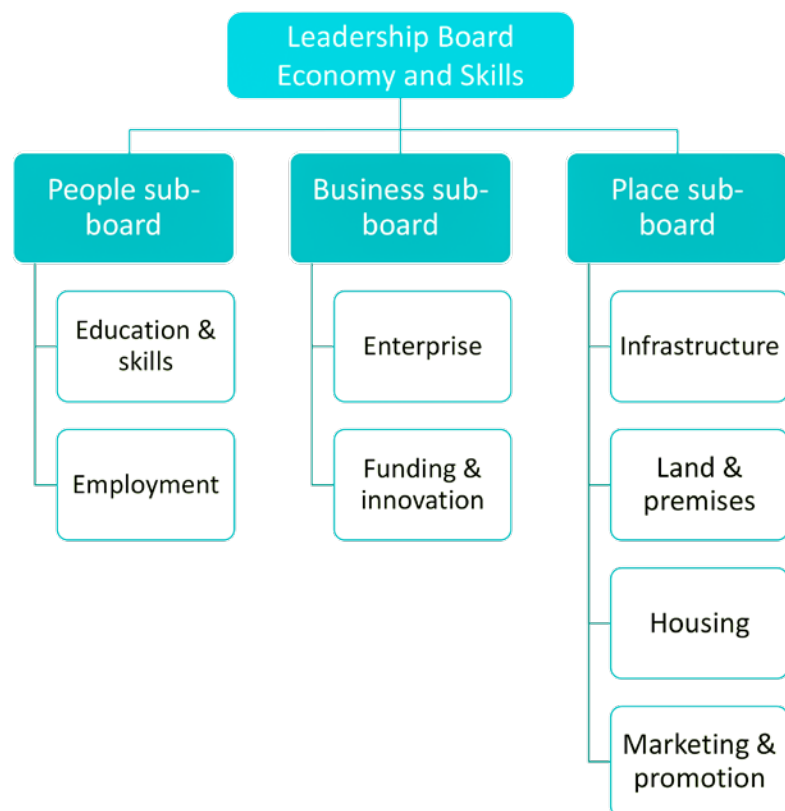
If Oldham were to succeed in this ambitious target, it is estimated that there would be potential public sector cost savings over the period of up to £141 million. This would comprise of savings in benefits payments and savings to the NHS related to a reduction in health care costs associated with being out of work (based on data from the New Economy Unit Cost Database).

As identified within the DWP Social Cost-Benefit Framework, further cost savings would also be expected, for example in terms of reduced crime resulting from unemployed people entering work.

Making it happen

Governance and delivery arrangements

Overall governance of the SIF will be provided by the Oldham Leadership Board Economy and Skills sub-group, with individual programmes and actions overseen by sub-boards and working groups, as outlined below.



A dedicated team focused on delivery of the SIF, drawn from relevant departments within Oldham Council and its partners, will be formed, with clear roles and responsibilities established.

At a project-by-project level, joint mechanisms and working arrangements will be developed, taking forward and building on the council's existing linkages with partner organisations.

Investment programme

An extensive capital programme has been put in place to support development within the borough, with more than £140 million allocated to key projects. The next step is for the Delivery Team and individual working groups to develop business cases for the priority projects identified in the SIF which have yet to secure funding. These will form part of detailed investment plans, prioritising action by area and programme.

Project	Capital budget required	Capital budget allocation
Oldham Town Hall	£40.8m	£40.8m
Cultural Regeneration Programme (Phase A-D)	£39.5m	£24.9m
Hotel Future	-	-
Prince's Gate	£56.1m	£56.1m
Independent Quarter	£1.9m	£1.9m
Independent Quarter Grants Scheme	£1.0m	£1.0m
Town Centre Public Realm Programme	£0.4m	£0.4m
Tommyfield Market	£3.9m	-
Foxdenton	£0.3m	£0.3m
Hollinwood	£1.4m	£1.4m
Residential Development Programme	£0.1m	£0.1m
Saddleworth School	£2.0m	£2.0m
Northmoor Academy	£7.6m	£7.6m
Oasis Limeside Phase 2 Expansion	£1.0m	£1.0m
Greenfield Primary School	£6.2m	£6.2m

Making it happen

Funding the SIF

Funding the SIF will involve significant private and public sector resources. Oldham Council will continue to make suitable investments to realise the SIF vision and objectives. It will use its funding (including prudential borrowing, where appropriate) to:

- lever private and other public sector investment;
- invest in assets that offer a return – which can be recycled to further deliver the SIF;
- secure other European, central government and Greater Manchester funding;
- support projects that generate additional business rates, New Homes Bonus and Council Tax which can be used to fund the council's activities; and
- use its existing assets (including land) to generate additional benefits.

Monitoring and evaluation

As part of delivering the SIF, it will be important to establish a performance management framework to monitor the progress of individual projects and to provide evaluation evidence regarding the overall success of the wider programme areas and lessons learnt. This framework will be developed in parallel with establishing the delivery arrangements for the SIF.

It is envisaged that the performance management framework will include a bottom-up analysis of each of the individual projects, identifying their inputs, outputs and outcomes, along with a top-down analysis of changes in key strategic outcome indicators (such as employment rate and productivity) to provide an overall understanding of how Oldham is performing.

A range of strategic outcome indicators have been identified within this SIF, as set out in the table below. These will be reviewed as part of developing the performance management framework, with monitoring arrangements put in place to ensure data can be collected in a consistent and timely manner.

Strategic outcome indicators	
1.	Proportion of residents (aged 16-64) qualified to NVQ level 3/4+
2.	Proportion of residents (aged 16-64) with no qualifications
3.	Proportion of students attaining five or more A*-C GCSEs
4.	Employment rate amongst Oldham residents (aged 16-64)
5.	Median annual earnings of Oldham residents
6.	Proportion of employment in Oldham within the private sector
7.	Average GVA per employee within Oldham
8.	Number of commercial properties (and rateable value)
9.	Number of active enterprises (total and rate (per 10,000 population))
10.	Number of business births (total and rate (per 10,000 population))
11.	Percentage of homes in Oldham in Council tax band C-G
12.	Number of inward investment enquiries (and successes)
13.	Vacancy rate within Oldham Town Centre
14.	Retail expenditure retained within Oldham (total and proportion)



Oldham
Council