



Oldham Mills Strategy Final

Executive Summary

November 2021



Oldham Mills Strategy 2021

Project undertaken by:



Project commissioned by:



Historic
England



Oldham
Council





Executive Summary

EXECUTIVE SUMMARY

Background & Purpose of Study

- i. The Oldham Mills Strategy 2021 has been commissioned by Oldham Council and Historic England in order to develop a positive strategy for the sustainable future of the textile mill stock across Oldham.



View Across Oldham

- ii. The mill stock forms a fundamental part of Oldham's historic environment and gives the landscape of Oldham a clear distinctive character. However, without a sustainable use many mills fall into disrepair and are ultimately lost, as has been seen across Oldham in recent years. The majority of the mill stock within Oldham does however remain in good condition and is in active use, particularly those mills within established employment areas providing well-utilised premises for a range of employment generating uses. There are however some notable exceptions where mills have stood vacant for a prolonged period and, as a result, have fallen into disrepair and attracted anti-social behaviour. These mills have become blights on local communities and it is important that these sites are

repurposed in order to secure their long term sustainability and deliver positive outcomes for local communities.



Thornham Mill

- iii. The mill sites are overwhelmingly located within highly accessible locations within the main urban area and repurposed mill sites can potentially play an important role in accommodating future housing and employment development needs and minimising the release of Green Belt land. However, many of the mills lie within weaker market areas and viability presents a key challenge in terms of the successful regeneration of such sites, with mill redevelopment projects often requiring assistance to overcome market failures.
- iv. The Oldham Mills Strategy therefore identifies the non-listed mills across Oldham which are of particular landscape and heritage value and sets out a robust strategy to ensure their sustainable future, which considers their potential for future development for residential,

employment and other uses. The Mill Strategy also sets out policy recommendations for the conservation of the mill stock based on levels of priority relative to the landscape and heritage value of individual mills. The strategy also sets out a number of key actions to support the LPA in ensuring the sustainable future of the mill stock.

Needs Analysis

- v. The Mills Strategy sets out an overview of the identified future housing and employment needs across Oldham in order to help inform the wider strategy in relation to the unlisted mill stock.

Landscape Overview

- vi. The Landscape Overview prepared by Martin Wooley Landscape Architects as a companion document to the Oldham Mills Strategy highlights the contribution that the mill stock makes in defining the distinctive character of Oldham and demonstrates that its landscape character would be irreversibly changed if particular individual mills or clusters of mills were demolished or significantly altered to the extent that the original mill character is permanently lost. The Landscape Overview identifies that 36 of the mills are of high value to Oldham's landscape character. The boom in the cotton spinning industry in the late-19th and early-20th century coupled with advances in construction techniques led to the construction of a number of large scale mills in close proximity to one another around the main built up area of modern day Oldham. The Landscape Overview identifies that the clustering of groups of mills within these areas provide a unique landscape characteristic and give Oldham an exceptionally strong sense of place.

Significance & Sense of Place

- vii. The Mills Strategy has also sought to establish the heritage significance of each individual mill based on archaeological interest, historic interest and its architectural / aesthetic interest, as well as the contribution of each mill to the sense of place experienced within that area. It has been established that all the subject mills have some degree of heritage significance and provide some contribution to the story of milling in Oldham. However, 14 of the mills have been considerably altered impacting on their character as a mill and thereby significantly reducing any architectural or historic interest that they may possess and these mills are therefore considered to be of low value in heritage terms. The assessment has identified 16 mills that score highly in terms of both historic and architectural interest, with the remaining 34 mills assessed as being of medium value in terms of heritage.

Housing Potential

- viii. The repurposing of the existing mill stock has the potential to play a role in the delivery of new housing across the Borough, although it is acknowledged that there may be policy, viability and market challenges associated with the delivery of housing on such sites, particularly as the mills are overwhelmingly located within weaker market areas.

- ix. The Mills Strategy therefore outlines the viability issues that may affect the repurposing of the existing mill buildings to help deliver new homes to meet the Council's housing targets in the period to 2037. The assessment outlines some of the inherent issues generally associated with mill conversion schemes and provides a general overview to identify mills that may be viably converted within Oldham and to identify key factors in the conversion of mill buildings within



Denshaw Vale Works

the Borough. The scope of the assessment does not include detailed viability assessments of each individual mill and merely seeks to provide an overview based upon a series of assumptions to identify common themes and potential barriers to redevelopment.

- x. The Mills Strategy seeks to provide a general overview of the housing potential of each mill in relation to its locational and physical characteristics, alongside the viability testing. The analysis identifies that viability is a particular challenge on mill schemes and that there are a number of other factors that may make a mill unsuitable for conversion, including surrounding land uses, existing occupiers etc. The strategy identifies, somewhat unsurprisingly, that there is a clear correlation between the housing potential of the mill and the strength of the market area in which it is located.

- xi. The assessment identifies that viability is a key consideration when assessing any proposals affecting the retention of historic mill buildings. The strategy highlights some examples where successful conversions have been undertaken in spite of challenging market conditions and relatively low sales values, however, there are many others that do not progress due to the inherent risks to the developer. A flexible approach toward the

conversion of mills that are deemed worthy of retention should therefore be encouraged with viability information presented on a case by case basis and based on individual assessments of the main planning considerations where viability may also form part of the decision making process.

- xii. Equally, in the areas which benefit from higher sales values, the fact that a particular mill may have housing potential does not necessarily mean that this is the best use, as many of these sites are in active employment use and are of benefit to the communities in which they are situated as a source of employment.
- xiii. In total, the assessment identified that 31 of the 64 mills that were assessed fell into the low category having regard to the range of criteria assessed, 25 into medium and the remaining 8 were assessed as high in terms of housing potential.
- xiv. It should however be acknowledged that no two mills are identical and each mill described within this report has unique features by way of location, construction, form etc. Consequently, when valuing and assessing the viability of an individual mill for whatever purpose, it is essential to take into account market conditions prevailing at the date of assessment, location, individual physical characteristics, structural condition, tenure, planning restraints (if any), covenants and all other relevant factors. The appraisals and strategies contained within this report are, therefore, to be taken solely as a guide and each mill should be assessed individually on its own merits and on the market conditions at the time when decisions are being made about its future.

Employment Potential

- xv. The majority of the subject mill stock is located within designated employment areas or within existing industrial / trading estate locations and is currently in active employment generating use providing accommodation for single tenants (e.g. storage and distribution warehouses) or low cost premises for a number of businesses within an individual mill.



Swan Mill

- xvi. There are however inevitably some mill buildings within established employment areas that are underutilised, particularly the upper floors, or which may become vacant in the short term, for example at the end of a lease period or due to business failure, which may become more prevalent as the wider economic impacts of COVID-19 become clearer. It is apparent that the existing mill stock can provide low cost premises within established employment areas that could prove attractive to a number of employment sectors to help meet economic needs over the Plan period and beyond.
- xvii. The Mills Strategy therefore seeks to assess the potential for the individual mills to be utilised for employment use. However, given the limitations of the study, this exercise merely seeks to provide a high level overview of the economic potential of each mill based upon a limited range of criteria relating to heritage, condition, suitability, allocation and strategic location, as detailed within Chapter 7. The exercise is not therefore intended to provide a detailed appraisal of the suitability or viability of the conversion of individual mills

to alternative or new economic uses. On this basis, there are instances where a particular mill scores poorly in terms of economic potential even though it is within a well-established employment use and is likely to remain so in the long term as a consequence of the limited range of criteria assessed for the purposes of this study.

- xviii. The assessment of employment potential follows a similar approach to that adopted for housing and, in total, 12 of the 64 mills that were assessed fell into the low category having regard to the range of criteria assessed. However, a number of the mills in question provide low cost employment units for local businesses within established trading estate settings and, as such, are likely to remain in such use over the medium to long term. However, there are other mills identified within this category, which, although currently in employment use, may be better suited to alternative future use as a result of their physical or locational characteristics.
- xix. A total of 25 of the 64 mills fell into the medium category and, again, many of these mills are in active employment use within established industrial estate / designated employment site settings and have therefore secured a viable use appropriate within their wider land use setting and, as such, the continuation of these established uses will overwhelmingly represent the most sustainable option for these mills going forward. The remaining 27 mills were categorised as high in terms of economic potential. These mills are overwhelmingly located within designated employment areas, including those identified as having greatest potential to accommodate identified priority sectors within Amion's SIF Refresh and have easy access to the strategic road network and local workforce.

Selection of Priority Sites

- xx. The mills have been categorised as high, medium and low priority based upon the assessment of their landscape and heritage value, alongside housing and employment potential considerations, in order to inform the formulation of a positive strategy to support the long term sustainability of the textile mill stock across Oldham.

- xxi. The mills assessed as having high landscape value and heritage / townscape value are placed within the high priority category with a clear presumption against their loss or demolition. The mills identified as being of medium priority will remain important to retain and re-use, however, there will be a higher degree of flexibility in their alteration / conversion. It is likely that mills within this category will be less sensitive to alteration than those in the high category and therefore more significant interventions may be deemed acceptable, subject to being weighed in the planning balance.

- xxii. Those mills which are assessed as having comparatively low landscape value and heritage significance are placed within the low priority category. It is anticipated that there will be greater flexibility in how these mills could be re-used or converted and such mills may also have potential for demolition. These sites feature mills which have very little architectural presence, where they have been altered significantly so that their heritage value is decreased and where the mills may be causing harm to the social and environmental value of the local community.

- xxiii. The assessment identifies that 22 of the mills are classified as high priority. A further 26 mills are classified as medium, with the remaining 16 mills classified as being low priority.

Strategy, Policy Recommendations & Action Plan

- xxiv. The Mills Strategy ultimately seeks to advise how a sustainable future for the mill stock could be achieved and individual site appraisals have been prepared for each mill including advice on the potential strategy for the individual mills having regard to the assessment of the housing and employment potential of the mills and other site specific constraints and planning considerations that will impact upon the future use of the mill sites, including the local context and surrounding land uses.

Residential Opportunities

- xxv. The mills are overwhelmingly located in highly accessible locations within the main urban area and the conversion of existing mills to deliver new housing could therefore help meet identified needs for new housing over the Plan period through the use of previously developed land in line with established policy objectives thereby minimising Green Belt release.
- xxvi. However, having regard to the Council's current housing requirements and adopting the aspirational scenario as set out in Oldham's Local Housing Needs Assessment, the analysis identifies a need for less than 50 flats per annum over the Plan period and, accordingly, it is evident that the conversion of the existing mill stock to flats would make a relatively limited contribution to meeting identified housing needs. The mill stock could however potentially help contribute to meeting the identified need for older person's specialist accommodation through the conversion of existing buildings, particularly where such mills occupy highly accessible locations within stronger market areas.

- xxvii. Moreover, the overwhelming majority of the mills assessed as part of the Mills Strategy lie within allocated employment areas or within established unallocated industrial / trading estate settings and are in well-established employment use. Accordingly, the majority of the mills within such settings are evidently unlikely to be suitable for future residential use. A number of the mills are also located within weaker market areas where capital values are lower and a number of the mills, particularly those that have fallen into a state of disrepair, will be subject to significant costs of adaptation that can make them commercially unappealing to deliver new homes.
- xxviii. The overwhelming majority of the identified sites are in established use, as outlined above, and are therefore unlikely to deliver new housing within the short term (0-5 years). However, the following seven mill sites have been identified as potential deliverable housing sites, although this will need to be subject to further detailed assessment:
- Elm Mill;
 - Lily Mills;
 - Greenfield Mills;
 - Jubilee Mill;
 - Jubilee Mill (Fulling);
 - Prince of Wales Mill; and
 - Thornham Mill
- xxix. There are therefore a limited number of mills that represent suitable sites for housing in the short term (i.e. within five years). However, the Mills Strategy has also identified a number of other mill sites that may be suitable for residential use, primarily in the longer term either through the conversion of the existing building or through partial / full demolition and redevelopment schemes and subject to demonstrating that there is no

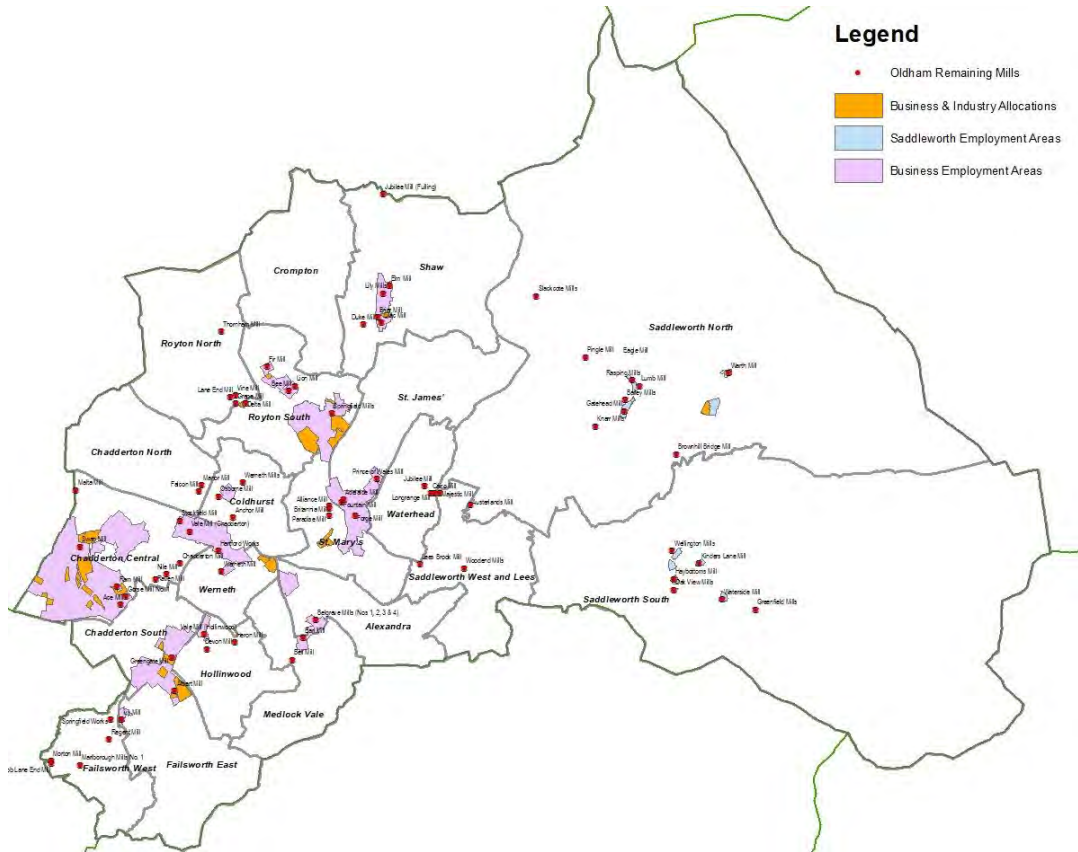
realistic prospect of a continuing employment use and / or existing tenants can be relocated to more appropriate employment sites elsewhere in the Borough to secure wider regeneration benefits through the redevelopment of the site for new housing.

- xxx. The Mills Strategy clearly recognises that there may be policy, market or viability challenges associated with the retention of such buildings for residential conversion and, as such, there may be pressures on individual sites for the demolition of the mill building(s) and the comprehensive redevelopment of the site for new housing. However, this would need to be robustly demonstrated as part of any future proposals involving the loss of such buildings, particularly the identified high and medium priority mills, and that the benefits of the proposed development would outweigh the harm arising from the loss of any original mill elements.
- xxxi. It is also imperative that the LPA recognise the risks associated with bringing such sites forward, particularly large-scale mill sites, and adopt a progressive and supportive policy framework and decision-making approach to support such proposals. This could include relaxing affordable housing contributions and other planning obligations, which can significantly impact on the delivery of such schemes subject to appropriate viability testing.

Employment Potential

- xxxii. The overwhelming majority of the mills across the Borough are located within existing employment areas and are in well-established employment generating use. These mills have secured an appropriate viable use appropriate within their wider land use setting and, as such, continuation of the existing use will overwhelmingly represent the most sustainable option for those mills going forward. Individual mill buildings / sites could also provide suitable locations to support priority economic sectors within the Borough,

particularly those that are well-related to Manchester and the motorway network within the designated BEAs to the west of the Borough. This could include providing premises and sites for the logistics; manufacturing sub-sectors; digital industries; financial and professional services; as well as the Green Technology Services sector.



Location of Mills Relative to Designated Employment Areas

xxxiii. The Mills Strategy therefore recommends that a supportive environment should be developed in order to maximise the contribution that suitable mill sites within appropriate and attractive locations can make to supporting established and emerging key sectors within Oldham through both a positive planning regime and other support mechanisms. This could include the inclusion of mill sites within identified Green Business Districts and providing business rates incentives for the occupation of mills by new and relocating businesses, where appropriate.

- xxxiv. Moreover, a marketing strategy could be developed collaboratively between bodies including Oldham Council, the Local Enterprise Partnership, mill owners, local business groups and other key stakeholders to promote the existing mill stock to accommodate key employment sectors highlighting the potential suitability of mill buildings to accommodate such sectors, competitive rental levels and the strategic advantages offered by Oldham relative to the motorway network.
- xxxv. The Council should also seek to work positively and proactively with mill owners and other key stakeholders in relation to individual mills that may become partly or fully vacant in the future to develop individual mill-specific strategies to support the active re-use of the building in question, which could involve input from representatives of the Council's Business Team, the Local Enterprise Partnership and Historic England.
- xxxvi. The Mills Strategy also acknowledges that innovative solutions may be required to support the full occupation of individual mills that are currently underutilised, particularly the upper floors of such buildings. This approach could include allowing a broader mix of uses within individual mills, which may not necessarily be fully compliant with established Development Plan policies relating to designated employment areas, such as the provision of residential uses (e.g. flats, older person's accommodation, live / work type units), community or leisure uses in appropriate circumstances where the benefits of securing the active re-use of mill buildings could be seen to outweigh potential conflicts with established Development Plan policies.
- xxxvii. The Mills Strategy acknowledges that, due to the age, scale, format and condition of former mill buildings, it may not be economically viable to secure the repurposing of individual mills to provide modern, fit for purpose employment / commercial floorspace. However, it is

important that this is robustly demonstrated as part of any future proposals involving the loss of such buildings, particularly the identified high and medium priority mills, and that the benefits of the proposed development would outweigh the harm arising from the loss of any original mill elements.

Funding Opportunities

- xxxviii. The Mills Strategy highlights that a fundamental issue for the renovation of mills is commercial viability and much of the mill stock within Oldham lies within weaker market areas where capital values are lower and a number of mills, particularly those that have fallen into a state of disrepair, will be subject to significant costs of adaptation that make them commercially unappealing to deliver new uses suited to modern occupiers.
- xxxix. The availability of funding is therefore crucial to the delivery of mill redevelopment schemes, although securing commercial funding can be challenging due to the upfront costs and risk profile of mill conversion schemes, particularly in weaker market areas such as those within Oldham where the majority of the mills are located. The Mills Strategy therefore provides a brief overview of identified funding streams that could potentially be utilised to support the delivery of mill site regeneration schemes, including the Home Building Fund, Levelling Up Fund, Heritage Enterprise, Architectural Heritage Fund, Tax Incremental Funding and Local Authority Funding.

Enforcement Action & Associated Measures to Secure Retention of Mill Buildings

- xl. There are notable examples of mills that have stood vacant for a prolonged period and, as a result of inactivity and a lack of general maintenance and upkeep by the landowner, these buildings fall into disrepair and attract anti-social behaviour. These mills have therefore

become blights on local communities and can lead to pressure for the demolition of the buildings, which can ultimately lead to an erosion of local identity and sense of place.

- xli. It is important that early signs of neglect are detected as historic buildings can begin to decline rapidly and become targets for vandalism and the Mill Strategy therefore identifies a number of enforcement measures and other mechanisms to secure the maintenance and retention of mill sites, including S.215 Notices, Community Protection Notices and Article 4 Directions.

Policy Recommendations & Summary of Actions

- xlii. The NPPF recognises that heritage assets, which range from sites and buildings of local historic value to those of highest significance (e.g. World Heritage Sites), are an irreplaceable resource and should be conserved in a manner appropriate to their significance, so that they can be enjoyed for their contribution to the quality of life of existing and future generations.
- xliii. Paragraph 190 of the NPPF confirms that plans should set out a positive strategy for the conservation and enjoyment of the historic environment, including heritage assets most at risk through neglect, decay and other threats. The non-designated mill stock forms a fundamental part of Oldham's historic environment and gives the landscape of the Borough a clear distinctive character thereby contributing to local identity and sense of place. The Mill Strategy therefore outlines the following policy recommendation for the conservation of the non-designated mills within the identified high, medium and low levels of priority:

Mill Policy:

The non-designated mill stock forms a fundamental part of Oldham's historic environment and gives the landscape of the Borough a clear distinctive character thereby contributing to local identity and sense of place. Proposals should retain those elements of the mill stock which contribute to the local identity and sense of place of Oldham and ensure they are appropriately conserved in a manner appropriate to their significance. Development proposals affecting non-designated mills will be assessed having regard to the following order of priority:

High Priority Mills	Ace Mill; Bell Mill; Briar Mill; Cairo Mill; Earl Mill; Falcon Mill; Fir Mill; Gorse Mill No.1; Heron Mill; Ivy Mill; Longrange Mill; Majestic Mill; Malta Mill; Marlborough (No.1) Mill; Osborne Mill; Ram Mill; Rasping Mill; Raven Mill; Slackcote Mill; Swan Mill; Warth Mill; Werneth Mill (Henley Street)
Medium Priority Mills	Adelaide Mill; Albert Mill; Austerlands Mill; Belgrave Mill; Delta Mill; Duke Mill; Elm Mill; Fountain Mill; Gatehead Mill; Grape Mill; Greenfield Mills; Haybottoms Mill; Jubilee Mill; Jubilee Mill (Fulling); Knarr Mill; Lilac Mill; Lily Mill; Lumb Mill; Oak View Mills; Pingle Mill; Stockfield Mill; Thornham Mill; Vale Mill (Chamber Road); Vine Mill; Waterside Mill; Wellington Mill
Low Priority Mills	Alliance Mill; Bee Mill; Britannia Mill; Dob Lane End Mill; Forge Mill; Greengate Mill; Kinders Lane Mill; Lane End Mill; Morton Mill; Paradise Mill; Prince of Wales Mill; Springfield Mill; Springfield Works; Vale Mill (Stockfield Road); Werneth Mill (Manchester Road); Woodend Mill

High Priority Mills

The high priority mills make a clear positive contribution to local character and distinctiveness and are identified as non-designated heritage assets. There will be a clear presumption in favour of

the retention of the high priority mills and all associated buildings and structures. Proposals which would remove, harm or undermine the significance of a high priority mill or its contribution to local distinctiveness and sense of place will be permitted only where the benefits of the development would outweigh the harm.

Medium Priority Mills

There will be a general presumption in favour of the retention of medium priority mills and associated buildings and structures. The alteration, extension or demolition of any buildings contributing to the landscape or heritage interest will require clear justification in relation to the significance and setting of the asset.

Low Priority Mills

The identified low priority mills are generally considerably altered and make a limited contribution to local distinctiveness and sense of place. Development proposals involving the comprehensive redevelopment of low priority mills will be supported in principle subject to compliance with other policies of the Local Plan.

Mill Clusters

The clustering of particular groups of mills provide a unique character to the local landscape and give Oldham an exceptionally strong sense of place and local distinctiveness. The key mill clusters are as follows:

- **Cluster 1** – Elm Mill, Lily Mill, Briar Mill, Lilac Mill and Duke Mill;
- **Cluster 2** – Lion Mill, Fir Mill & Thornham Mill;
- **Cluster 3** – Majestic Mill, Cairo Mill and Longrange Mill;

- **Cluster 4** – Manor Mill, Werneth Mill, Osborne Mill, Anchor Mill, Stockfield Mill and Hartford Works;
- **Cluster 5** – Chadderton Mill, Nile Mill, Raven Mill, Ace Mill, Gorse Mill and Ram Mill;
- **Cluster 6** – Vale Mill, Devon Mill, Heron Mill, Earl Mill and Bell Mill; and
- **Cluster 7** – Ivy Mill, Regent Mill and Marlborough Mill

There will be a clear presumption in favour of the retention of the mills and all associated buildings and structures contained within the identified Mill Clusters. There will also be a general presumption against development that unacceptably detracts from important views of the identified Mill Clusters by virtue of its height, location, bulk or design.

- xliv. The Mills Strategy also outlines the following summary of key actions in relation to the mill stock:

Priority Level	Summary of Key Actions
<p>High</p>	<ul style="list-style-type: none"> ▪ Identification of high priority mills as non-designated heritage assets. ▪ Imposition of Article 4 Directions to remove permitted development rights for demolition relating to high priority mills. ▪ Planning applications relating to high priority mills to be accompanied by detailed Heritage Statements to provide clear justification for the approach adopted and should also consider how social significance of the mills could be incorporated into the scheme. ▪ Oldham Council to update validation checklist to reflect the need for proposals affecting high priority mills to be accompanied by a Heritage Statement.

	<ul style="list-style-type: none"> ▪ Proposals involving the full demolition or partial loss of important mill elements will need to be supported by robust evidence including detailed viability assessments and evidence of marketing to demonstrate the re-use of the mill for alternative uses is not viable. ▪ Building recording to be undertaken in connection with proposals involving the loss of key elements of high priority mill building fabric.
Medium	<ul style="list-style-type: none"> ▪ Supporting text to the future Mill Policy to be incorporated to confirm that medium priority mills could be considered as non-designated heritage assets on a case by case basis as, for example, planning applications come forward for their redevelopment based upon their relative heritage and landscape value. ▪ Imposition of Article 4 Directions to remove permitted development rights for demolition relating to medium priority mills identified as being of high landscape or heritage value or lying within an identified Mill Cluster. ▪ Planning applications relating to medium priority mills to be accompanied by detailed Heritage Statements to provide clear justification for the approach adopted and should also consider how social significance of the mills could be incorporated into the scheme. ▪ Oldham Council to update validation checklist to reflect the need for proposals affecting medium priority mills to be accompanied by a Heritage Statement.

	<ul style="list-style-type: none"> ▪ The alteration, extension or demolition of any buildings contributing to the landscape or heritage interest will require clear justification in relation to the significance and setting of the asset. ▪ Building recording to be undertaken in connection with proposals involving the loss of key elements of medium priority mill building fabric.
Low	<ul style="list-style-type: none"> ▪ Supporting text to the future Mill Policy to confirm that low priority mills could be considered as non-designated heritage assets on a case by case basis as, for example, planning applications come forward for their redevelopment based upon their relative heritage and landscape value. ▪ Development proposals involving the comprehensive redevelopment of low priority mills to be supported in principle subject to compliance with other policies of the Local Plan. ▪ Building recording to be undertaken in connection with proposals involving the loss of key elements of low priority mill building fabric, where deemed appropriate.
General	<ul style="list-style-type: none"> ▪ The LPA need to remain proactive in identifying potential funding streams that remain available to support landowners, developers and other parties seeking to bring forward mill conversion schemes. ▪ Prospective designation of identified mill clusters as Conservation Areas. ▪ Definition of Visual Buffer Zones around the identified mill clusters. ▪ Preparation of View Management Framework to protect key views.

- Development of a Mill Streetscape Project to improve the setting of individual mills.
- Early engagement with mill owners and other key stakeholders in relation to individual mills that may become partly or fully vacant in the future to develop individual mill-specific strategies to support the active re-use of the building in question, which could involve input from representatives of the Council's Business & Housing Teams, the Local Enterprise Partnership and Historic England.
- It is imperative that the LPA recognise the risks associated with bringing residential mill conversion schemes forward, particularly large-scale mill sites, and adopt a progressive and supportive policy framework and decision-making approach to support such proposals. This could include relaxing affordable housing contributions and other planning obligations, which can significantly impact on the delivery of such schemes subject to appropriate viability testing.
- A supportive environment should be developed in order to maximise the contribution that suitable mill sites within appropriate and attractive locations can make to supporting established and emerging key employment sectors within Oldham through both a positive planning regime and other support mechanisms.
- Development of a marketing strategy collaboratively between bodies including Oldham Council, the Local Enterprise Partnership, mill owners, local business groups and other key stakeholders to promote the existing mill stock for employment and residential use

	<p>to the development sector. Such a strategy would need to highlight the potential suitability of mill buildings to accommodate such uses, affordable rental / land values and the strategic advantages offered by Oldham relative to the motorway network and the wider Greater Manchester region.</p> <ul style="list-style-type: none">▪ Use of appropriate enforcement powers for any mills which may fall into disrepair.
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