

Chadderton Regeneration Plan

Pride in Place Programme



Contents

- Executive Summary 4**
- Local Context..... 5**
- Spatial Targeting 6**
- Vision Statement 7**
- Strategic Case for Change 10**
- Alignment with Other Programmes and Investments 20**
- Community & Stakeholder Engagement & Participation 23**
- Match Funding and Leveraged Investment 28**
- Governance 29**
- Assurance 32**

Foreword

As Chair of the Chadderton Neighbourhood Board, I am proud to present the Chadderton Pride in Place 10-Year Vision and Regeneration Plan. This document is the result of genuine partnership between the Board, our partners, and most importantly, the people of Chadderton.

Our vision is clear: to make Chadderton a place where people actively choose to live, work, and belong. We want a town that is safe, welcoming, and full of opportunity for all ages and backgrounds. This plan sets out how we will achieve that over the next decade, with a focus on safety, youth opportunity, vibrant public spaces, thriving businesses, and a strong sense of community pride.

What makes this plan truly special is how deeply it has been shaped by local voices. Through workshops, focus groups, surveys, and creative engagement sessions, we have listened to residents from all walks of life who have shared their hopes and concerns. Their priorities, safer streets, better youth provision, cleaner parks, support for local businesses, and more inclusive community spaces are at the heart of our strategy.

We heard a universal call for improved safety, with more CCTV, better lighting, and visible policing. Young people told us about the importance of dedicated spaces and activities, while parents also told us this was important for their families. Residents want cleaner streets, more community events, and improved parks. Local businesses need support, but with a clear expectation that investment delivers social value for everyone.

Our objectives; safety, health and wellbeing, youth opportunity, town centre vitality, heritage and culture, transport, and resident engagement—directly reflect what the community told us. We will measure our progress through ongoing engagement with residents and annual resident surveys, ensuring we remain accountable and responsive.

This plan is not just about buildings or infrastructure. It is about building social trust, inspiring ambition, and creating a town where everyone feels they belong. The Board is committed to ongoing engagement, transparency, and delivering real change.

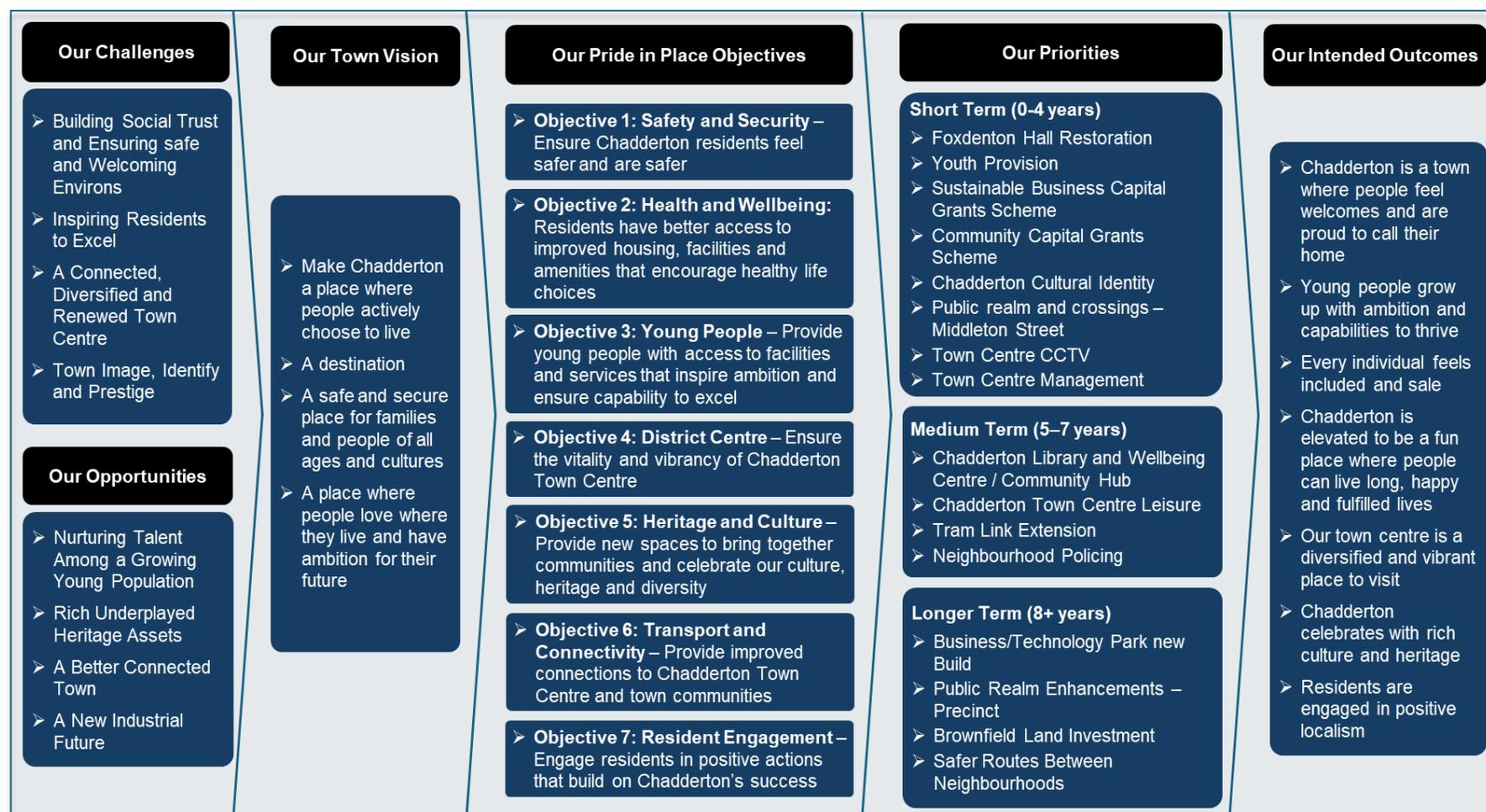
Thank you to everyone who has contributed their ideas, time, and passion. This is your plan, and together we will make Chadderton a place to be proud of, a place where everyone can thrive.



Laura Windsor-Welsh

**Oldham Director of Action Together CIO and
Chair of Chadderton Neighbourhood Board**

Executive Summary



Local Context

Chadderton in Context

The town of Chadderton lies to the west of Oldham and it is a part of the Metropolitan Borough of Oldham, Greater Manchester.

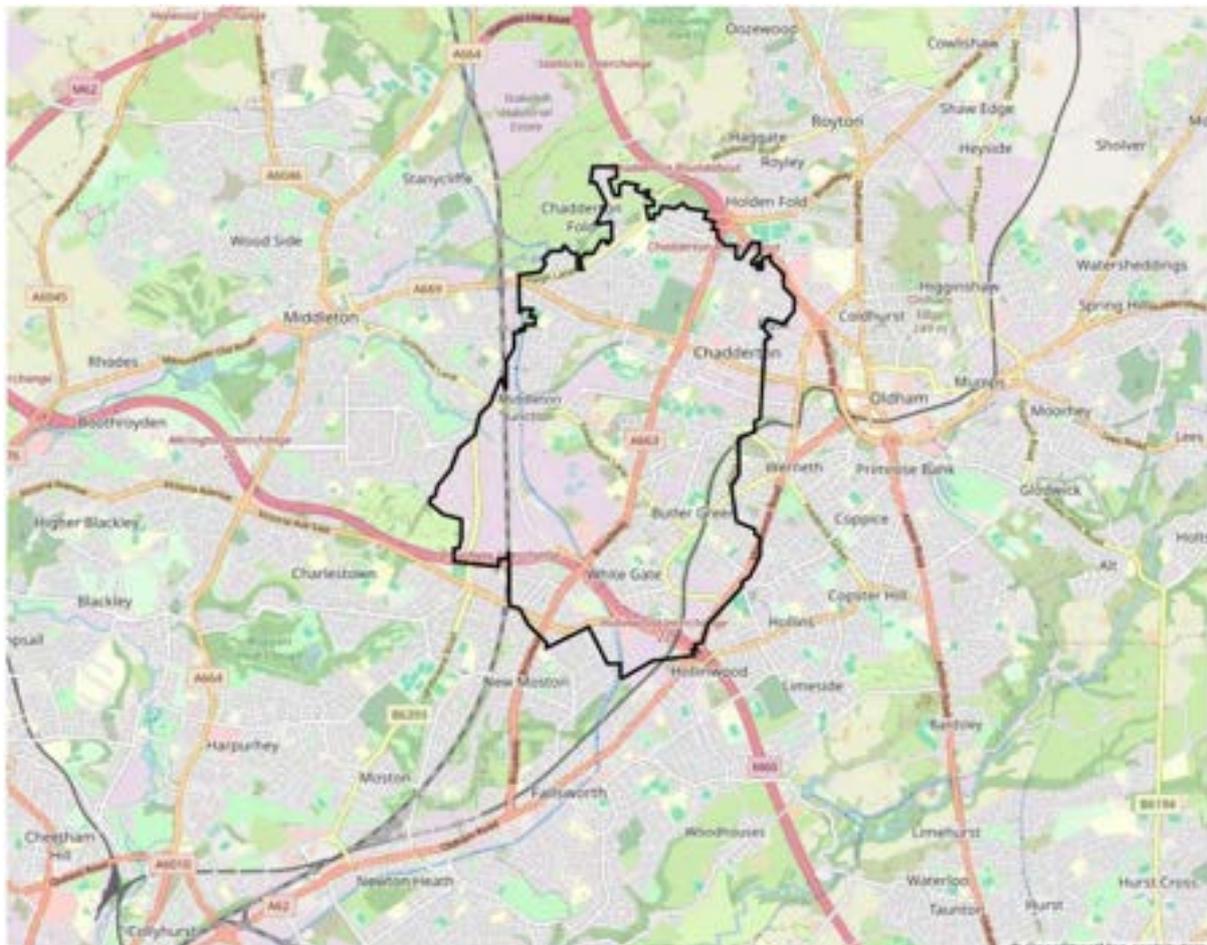
Located on the River Irk and Rochdale Canal, the town lies in the foothills of the Pennines, 1 mile west of Oldham, 5 miles south of Rochdale and 6 miles north-east of Manchester.

Like many towns locally, Chadderton witnessed significant Victorian-era expansion on the back of textiles growth and Chadderton emerged as a major mill town - by 1914, it boasted more than 50 cotton mills and its manufacturing prowess also extended to Chadderton being the production base for the Lancaster Bomber.

Although like many towns, Chadderton witnessed significant post-industrial decline in the mid-20th century, the town continued to grow with significant suburbanisation and urban renewal, and today the town and its 35,000 strong population sits amid the dense Greater Manchester conurbation.

The town's industrial legacy nevertheless remains visible in its landscape of red-brick cotton mills, now used for manufacturing, warehousing and distribution, and the town has also emerged as a notable centre for technology, largely premised on its Technology Park asset.

More widely, Chadderton is also the gateway to Atom Valley, a vast emerging innovation mega-cluster and Mayoral Development Zone that has identified potential to support 20,000 new jobs and 7,000 new homes.



Spatial Targeting

Our agreed Pride in Place town boundary is shown in yellow opposite.

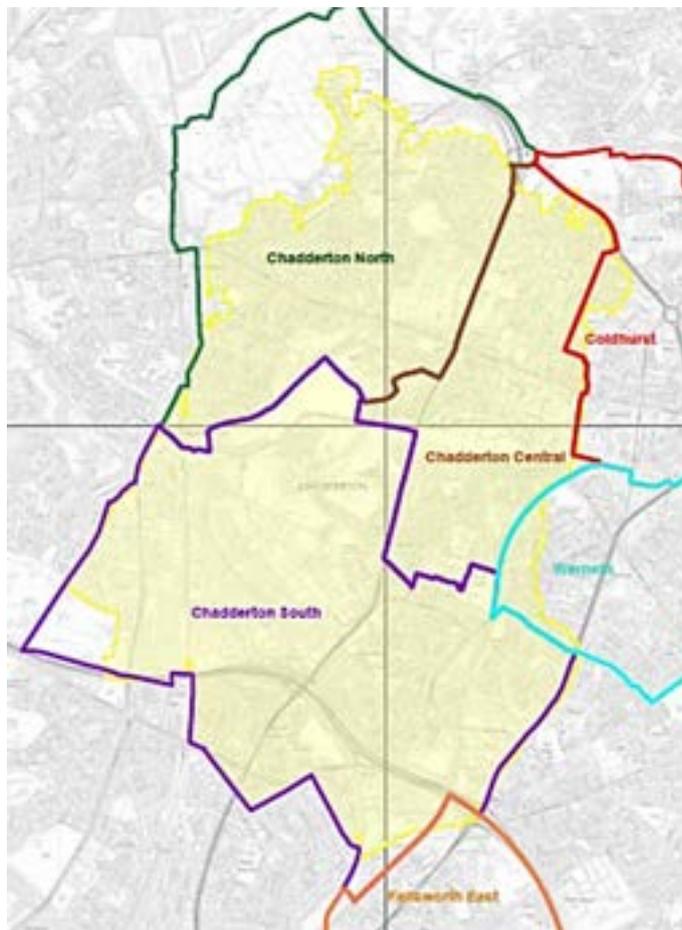
This boundary covers most of the Chadderton Central, Chadderton North and Chadderton South wards, plus smaller areas within the Coldhurst, Failsworth East and Werneth wards.

We plan to invest strategically across the town, with all supported projects being located within the agreed town boundary.

Internally, target areas include Chadderton Town Centre, Foxdenton Hall/Park and other key locations across the town.

The exact location of selected projects will however be better understood once:

- (a) planned business and community grant applications are received; and,
- (b) project option / site options processes are complete.



Vision Statement

Our 10 Year Town Vision

Our 10-Year vision is to make Chadderton a place where people actively choose to live. A destination. A safe and secure place for families and people of all ages and cultures. A place where people love where they live and have ambition for their future.

We want to have impact in the following areas:

Liveable Chadderton

- A safer, easier, better connected, more amenable environment for people
- Improved transport links to the district centre and between neighbourhoods, including extension of the tram links
- The introduction of CCTV and an integrated police service

Aspirational Chadderton

- Improved facilities and community leisure spaces for people to socialise and lead happy, healthy lives
- Inspired and ambitious young people, with access to new education, skills and employment opportunities
- Continued resident and business engagement, where local voices are heard and actioned upon
- A genuinely connected feeling for all residents

Destination Chadderton

- An attractive distinctive district centre to be proud of, with urban renewal creating spaces for people to come together and socialise.
- Fit for purpose community hubs and attractive public spaces, including the regeneration of cultural and heritage assets, with opportunities for community ownership
- New spaces for arts and culture, for inspiration and pride in place
- A town centre where people of all ages and cultures connect and feel they belong

Success will be judged by taking insights from resident surveys, showing how feelings change over time, and the data we already hold, for example on wellbeing, healthy life expectancy, crime, economic performance and town centre vitality.

Town Objectives

Through consultation to date, our communities have stressed their ambition for the town and outlined their priorities. Our Pride in Place Objectives build on the Town Vision and they are informed by the widespread consultation between the Neighbourhood Board and the community. Our strategic Objectives are focussed on areas that (a) require intervention and (b) further contribute to town vision success:

- **Objective 1:** Safety and Security – Ensure Chadderton residents feel safe and are safer
- **Objective 2:** Health and Wellbeing – Residents have better access to improved housing, facilities and amenities that encourage healthy life choices
- **Objective 3:** Young People – Provide young people with access to facilities and services that inspire ambition and ensure capability to excel
- **Objective 4:** District Centre – Ensure the vitality and vibrancy of Chadderton Town Centre
- **Objective 5:** Heritage and Culture – Provide new spaces to bring together communities and celebrate our culture, heritage and diversity
- **Objective 6:** Transport and Connectivity – Ensure improved connections to Chadderton town Centre and town communities
- **Objective 7:** Resident Engagement – Engage local residents in positive actions that seek to build on Chadderton's success

What Success Looks Like

Our vision and ambition is unashamedly bold and over the next 10 years we will seek a transformation of town-wide performance to create a lasting legacy in which future generations can be proud.

We will gauge our success against the following Critical Success Factors (CSFs):

Liveable Chadderton

- **CSF 1:** Residents feel safe and can move more freely across the town, and beyond.
- **CSF2:** Access to and from our town centre is improved
- **CSF 3:** Police have improved surveillance to better respond to emergencies

Aspirational Chadderton

- **CSF4:** Residents have access to improved facilities and amenities
- **CSF5:** Young residents are inspired to excel
- **CSF6:** Local voices are heard and residents feel empowered
- **CSF7:** Communities feel better connected

Destination Chadderton

- **CSF8:** We have a more attractive, more distinctive and more used town centre
- **CSF9:** Chadderton's community infrastructure offer is greatly improved
- **CSF10:** Residents better celebrate our rich culture and the arts
- **CSF11:** Communities have improved social trust

Measures of Success

Overall Regeneration Plan success will ultimately be measured through Resident Surveys – covering satisfaction, happiness, a feeling of safety and pride of place.

Surveys will be deployed yearly, enabling long-term trends to be established and this will strengthen the analysis over time. The Year 1 survey will establish the full baseline position. Sampling and collection methods will be determined and agreed over the coming months, but at this stage we envisage a mix of online, phone-based and in-person approaches will be deployed.

As a matter of course, routine monitoring of the levels of resident engagement in Pride in Place activities will be undertaken to ensure high levels of engagement are achieved – this will help achieve buy-in and ownership of the Plan among residents.

More widely, we will also monitor town-wide success through a range of wider proxy measures, including:

- Demographic Change
- Unemployment and Labour Market engagement, including for young people
- Town Centre Healthchecks
- FTE jobs and Business Performance
- Crime Statistics
- Healthy life expectancy

These measures will enable a good understanding of town-wide change in performance, and data will be collected annually by Oldham Council as a part of its routine performance monitoring.

Proportionate project level monitoring and evaluation will also be undertaken, with the scope and scale of monitoring and evaluation to be determined and agreed at each projects business case stage. This will set out the intended project-level outputs to be monitored against, alongside setting the relevant research questions to form the focus of each evaluation.

We envisage that smaller projects will have light touch evaluation demands, with the larger projects having more rigorous process and impact evaluation demands.

Strategic Case for Change

Chadderton - Town Trends, Strengths and Weaknesses

Analysis of ONS data points to Chadderton being a town that is growing fast, particularly among younger (0-15 yrs) and working-age residents (16-64 yrs) – In both age groups, the rate of growth since 2015 has been more than double the national average. Growth has come from a mix of natural change and significant inward migration, particular among Pakistani and Bangladeshi communities moving to the town from Coldhurst and Werneth.

Local planning (including via the Draft Local Plan, December 2023) is seeking to increase the supply of homes locally, including in Chadderton, although within a reasonably ‘dense’ urban area, the opportunities for large-scale housing growth are somewhat limited and there is an ongoing need to make better use of existing housing stocks within the town.

Whilst population growth has been very strong, analysis of labour market performance shows that the town has broadly mirrored national trends in recent years.

In terms of qualifications, the town has witnessed growth among the proportion of residents possessing RFQ2 (GCSE equivalent) and RFQ4+ (degree equivalent) qualifications, but this has been outstripped by stronger growth in qualification rates across Greater Manchester and England, and consequently the gap has widened and significant skills challenges remain in the town.

The skills challenge ultimately impacts on residents abilities to excel, and Chadderton has a significant shortfall in residents employed in higher order occupations (SOC1-3). The town also shows very high levels of in and out commuting daily, with just 1 in 5 residents working within the town boundary itself (MHCLG Data Pack).

Business and jobs growth has nevertheless been strong, and the town has in recent years come some way in closing its jobs density gap on wider averages. Consequently, in 2023 the town contributed around £857m to the UK economy, although GVA growth has been significantly lower than GVA growth experienced elsewhere and the per worker productivity gap has therefore widened significantly.

In short, Chadderton is a town that is growing fast, but it is also a town that is perpetuating a relatively low value economy.

Chadderton - Key Indicator Summary and Direction of Travel (2015+)						
	Chadderton	GMCA Area	England	Direction of Travel Since 2015		
				Town Change	Vs GMCA	Vs England
Demography, labour market and skills – Resident-based analysis						
Resident population (total, 2022)	35,655	2.91m	57.11m	↗	↗	↗
Population growth (2015-2022)	+7.6%	+5.6%	+4.2%	↗	↗	↗
Young residents (2022)	7,465	590,900	10.58m	↗	↗	↗
Young residents’ growth (2015-2022)	+7.1%	+5.5%	+2.3%	↗	↗	↗
Working age population (16-64, 2022)	22,145	1.86m	35.90m	↗	↗	↗
% working age population (2022)	+8.2%	+5.3%	+3.1%	↗	↗	↗
Working-age residents in employment (Mar 25)	15,014	1.30m	26.72m	↗	↗	↗
as a % of working-age population (Mar 25)	67.8%	71.8%	75.7%	↗	↗	↗
Working-age residents in unemployment (Mar 25)	554	59,300	1.2m	↗	↗	↗
as a % of working-age population (Mar 25)	2.5%	4.4%	4.0%	↗	↗	↗

Residents in higher order occupations (Mar 25)	40.3%	52.8%	53.5%	↗	↘	↗
Residents qualified to RFQ2+ (16-64, 2024)	75.4%	83.5%	86.5%	↗	↘	↘
Residents qualified to RFQ4+ (16-64, 2024)	27.4%	42.9%	46.8%	↗	↘	↘
Business and Economic Performance – Workplace-based analysis						
Businesses (total units, 2024)	740	123,380	2.74m	↗	↗	↗
Business growth (2016-2024)	+13.8%	+12.3%	+5.8%			
FTE Jobs (total, 2023)	16,505	1.48m	28.25m	↗	↗	↗
Jobs density per 100 working-age residents (2023)	74.5	79.9	78.7			
Jobs growth (2015-2023)	+18.5%	+17.4%	+8.9%			
Total GVA (2023)	£857m	£100.35bn	£2.11tn	↗	↘	↗
GVA Growth (2015-2023)	+47.3%	+60.4%	+43.6%			
GVA per FTE (2023)	£51,950	£67,970	£74,820			

Although now reasonably old, further analysis of deprivation data (IMD 2019) highlights significant areas of deprivation in the town (and the wider borough), with:

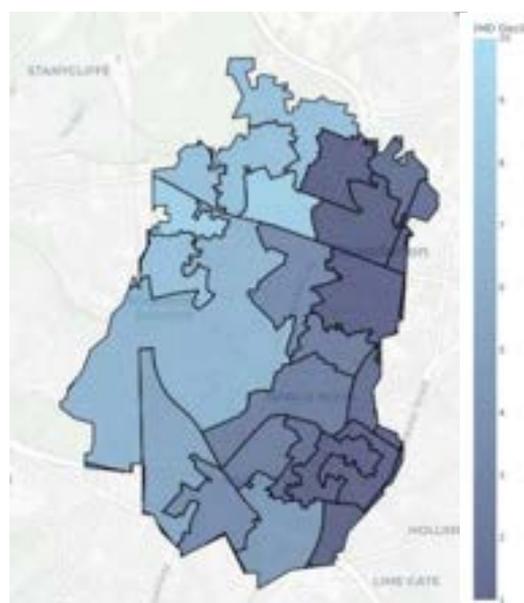
- Almost 70% of Lower Layer Super Output Areas (LSOAs) in Chadderton being among the top 20% most deprived in England in terms of Crime.
- Crime (35.9%) and Education, Skills and Training (30.8%) were the domains that had the largest proportion of Chadderton’s LSOAs in the top 10% most deprived in England.
- Income and Employment deprivation were also similarly high in Chadderton.

As shown on the graphic opposite, where the darker colour indicates higher levels, deprivation in Chadderton is concentrated to the eastern side of the town, although most areas are among England’s most deprived communities.

Comparisons against earlier 2015 IMD evidence shows that when compared to the wider nation, Chadderton communities became relatively more deprived by 2019 when compared against the national trend.

Deprivation levels across LSOAs within Chadderton by decile, 2019

(Decile 1 = Top 10% most deprived in England)



Long Standing Town Challenges

Despite strong population growth and some improved performance, persistent economic and socio-economic challenges remain and we have identified four overriding challenges where town partners continue to work tirelessly to overcome.

Challenge 1: Building Social Trust and Ensuring Safe and Welcoming Environs

The MHCLG Local Data Profile (July 2025) highlights very low levels of social trust in Chadderton, where the town scored -11.0 on the measure vs -3.1 nationally (2023). This infers residents feel less safe locally than residents nationally. As indicated in the Local Data Profile, lower levels of social trust typical reflect the levels of deprivation within any locality, and this is likely to be the case in Chadderton.

The social trust challenge is likely being exacerbated by the towns rapidly growing population and we recognise an inherent need for intervention to bring communities together and improve social trust locally. We need to create new and currently lacking safe spaces for residents and communities to interact, socialise and build trust networks.

The 2023 Chadderton Town Centre Masterplan also highlighted the challenge of having safe and welcoming walking routes within Chadderton, both to and from the town centre and local transport hubs (including the tram) and between communities. The Masterplan also outlines the challenges of Middleton Road severing the town centre with poorly placed pedestrian crossings on the road bringing public safety challenges.

We also recognise a need to tackle anti-social behaviour in parts of the town, particularly in the town centre. The local police team advise that the Precinct heart of the town centre has constant low level Anti-Social Behaviour challenges, including shoplifting and burglary, along issues of begging and homelessness, and this is a significant identified town concern.

Above all, we want our communities to feel safe and be safe, and ensuring a safe and welcoming environment is critical to this.



Challenge 2: Inspiring Residents to Excel

Around 1 in 4 residents of Chadderton have a degree-equivalent qualification, compared to around 1 in 2 nationally, and the town also has shortfalls in the proportion of residents with lower level qualifications (RFQ2+).

Skills deficits among the resident population of Chadderton has only served to perpetuate a low value economy in the town, and we identify an ongoing significant need for inspiring residents to excel.

This goes beyond simply providing the support, education and skills infrastructure to ensure available access new learning opportunities. We must also bring a step change in resident aspirations and ambitions with clear pathways to new end game opportunities.

This represents a key long-term town place-shaping challenge for the town.



Challenge 3: A Connected, Diversified and Renewed Town Centre

Chadderton town centre is a critically important asset for residents, and the town centre itself serves as a reasonably strong local centre, with a reasonable, albeit low value, retail offer with civic functions.

The town centre however lacks any discernible leisure offer. As highlighted by the MHCLG Local Data Profile, Chadderton has just 1.4 outlets per 1,000 residents (takeaways, restaurants, clubs, bars, pubs, fitness facilities and sport clubs), vs 2.5 per 1,000 residents nationally, and the offer that is available is typically low value.

The town also lacks formal spaces for the community to socialise, interactive and have fun and the town is currently void of any significant evening economy. This not only serves to exacerbate social trust challenges locally (outlined above), but it also isolates communities and individuals in a town that retains great diversity.

Similarly, the town centre the retail offer is somewhat fragmented and is dominated by a large Asda superstore and an ancillary retail park. Chadderton ASDA is itself the most popular destination for food and groceries shopping within Oldham borough.

The Precinct area is central to the town centre, linking Asda to the main town core, but its appearance is very dated and this has a negative effect on perception of Chadderton as a whole.

Middleton Road adjoins the Precinct and acts as the town's main high street, but it is also tired looking and needs renewal. The road itself offers a direct route to Oldham and other access benefits, but it is designated as a trunk road and the volume and speed of traffic severs the town centre.

The Town Centre Masterplan (2023) recognises the need to create a sense of place and a sense of arrival in the town centre and there is an overriding need for urban renewal, diversification and connectivity improvements in Chadderton Town Centre.



Challenge 4: Town Image, Identity and Prestige

Due to its location and post-war expansion Chadderton has developed as an almost hidden suburb of Oldham and Greater Manchester, and as a consequence today the town lacks prominence.

Whilst the legacy of former red-brick mills brings a sense of place, particularly to the east of the town, there are very limited defining features that set Chadderton apart from the wider area and this diminishes the price of place among communities.

A key challenge is to instil a renewed sense of place and pride among residents and we recognise an inherent need and opportunity to celebrate our diverse culture, history and heritage. We need to adopt a positive rhetoric and showcase our history (e.g. construction of the Lancaster Bomber) whilst also inspiring residents by celebrating the town's great achievers (e.g. Olympic swimmer Henry Taylor and Lydia Becker's role as a leading 'suffragist' in women's rights movement).

Alongside interventions to restore and make better use of our heritage assets, the Town Centre Masterplan recognises the opportunity to create a new sense of place and arrival in Chadderton Town Centre, and in doing so, this offers significant opportunity to bring renewed image and identity value.



Town Opportunities

Despite persistent long-standing challenges, Chadderton is a town with enormous potential and we have identified the following town-wide opportunities for future place-shaping locally.

Opportunity 1: Nurturing Talent among a Growing Young Population

Chadderton’s young population grew by 7.1% between 2015 and 2022, more than three times the national average over the same period and today that town is home to around 7,460 young residents aged under 15, or 1 in 5 residents.

Our younger residents are ultimately our future town workforce, and we see real opportunity in deploying new methods to nurture young talent as a mechanism to ensure the future success of our town.

To achieve the desired step change in town performance, we must ensure younger residents are inspired to reach their full potential. This will require a holistic approach, including by providing new opportunities for learning and upskilling locally, whilst also promoting the long-term benefits of possessing higher skills to individuals.

We recognise the long-term challenge of changing the perceptions and aspirations of individuals, but we must provide the right platforms and right environments to ensure our future talent excels.



Opportunity 2: Rich Underplayed Heritage Assets

The mid-Victorian expansion of Chadderton means that today the town is marked by a strong collection of heritage assets, including many red-brick large mill buildings, impressive civic buildings (Town Hall, Former Police Station, former Central Library) and Foxdenton Hall – an impressive but underutilised early 18th century building on a 15th century site.

Many of the heritage assets that pepper the town are not celebrated to their full potential, and this is perhaps best illustrated by Foxdenton Hall, which despite being steeped in grandeur has been derelict for many years.

Chadderton is also blessed by a wealth of parklands, including 5.2 hectares of restored parkland that was formally the Foxdenton Hall gardens. The River Irk and Rochdale Canal waterways also form a key part of the recreational offer for the town, bringing significant amenity value for residents.

There is significant opportunity to restore heritage assets across the town, bringing new uses to celebrate the town's historic built environment.



Opportunity 3: A Better Connected Town

Chadderton enjoys its well-located position between Oldham, Manchester and Rochdale and the town has benefitted significantly from having good road, rail, bus and tram networks both internally and to neighbouring towns and cities.

The inevitable consequence of having high population growth however has meant that new and improved infrastructure and services are now needed, and we see significant opportunities to built on the existing network to ensure a better-connected town.

In particular, there is a significant identified opportunity for a new tram service with Chadderton, and there are also many areas of the transport network that could be improved to increase capacity and ensure efficiencies.

We also acknowledge the need for a shift towards sustainable travel modes and we see opportunity for significantly improving the active travel network across the town, in particular to better connect communities with Chadderton.

Opportunity 4: A New Industrial Future

Chadderton has for many years benefitted from a strong industrial legacy and today the town retains key strengths in manufacturing and construction – totalling 28% of FTE jobs in the town vs just 12% across Greater Manchester.

A significant proportion of the towns jobs within these sectors are located on Chadderton Technology Park (CTP) which is an established employment zone typified by industrial premises. Many of the existing CTP premises are now aged and there is significant opportunity for redevelopment and renewal.

Alongside redevelopment opportunities, two major growth opportunities are also being promoted within the town, including the Foxdenton and Busk (BEA4) sites.

Foxdenton has recognised potential to develop as a large digital industry park and the smaller Busk (BEA4) site has a strong current foundation and potential for growth within the Health and Social Care sectors.

In recent years, significant investment in major new developments has occurred in the town, including most recently the delivery of the £23m Broadway Central development – comprising 110,000 sqft of urban logistics and industrial premises completed in 2023.

More widely, Chadderton is the southern gateway to Atom Valley, a designated Mayoral Development Zone and a major emerging innovation mega-cluster. Atom Valley itself has identified potential to support 17,000,000 sqft of new employment space, 20,000 new jobs and 7,000 new homes across Bury, Oldham and Rochdale.

This provides a strong foundation for growth in the town going forward.



Priorities for Change

Our Regeneration Plan vision and objectives are wholly in keeping with the ambitions and priorities of residents, businesses and community groups identified through consultation to date (as summarised in the engagement section).

The strategic alignment between the objectives set and local priorities is highlighted below, where mapping has identified whether each objective directly contributes to local priorities, or has a more complementary contribution.

Pride in Place Objectives – Strategic Alignment with Local Priorities							
Local Priorities	Regeneration Plan Objectives						
	Ob1: Safety and Security	Ob2: Health and Wellbeing	Ob3: Young People	Ob4: District Centre	Ob5: Heritage and Culture	Ob6: Transport and Connectivity	Ob7: Resident Engagement
✓✓ = Direct contribution ✓ = Complementary contribution							
Community Decision Making							✓✓
Youth Engagement	✓	✓	✓✓		✓✓		✓
Safety and Accessibility	✓✓		✓	✓✓		✓✓	
Income Disparity		✓	✓✓	✓			
Local Business Support	✓			✓✓			
Health and Wellbeing Facilities/Programmes	✓	✓✓	✓	✓✓			✓✓
Cultural and Recreational Spaces/Activities	✓	✓✓	✓		✓✓		✓✓
Community Events and Spaces	✓	✓✓	✓	✓	✓✓		✓✓
Cultural Inclusion	✓	✓✓	✓	✓✓	✓✓		✓✓
Environmental Sustainability		✓			✓✓	✓✓	
Transport Improvements						✓✓✓	
Support Services	✓	✓✓					✓✓

Areas of Intervention

Through public consultation and our engaged Neighbourhood Board, we have reflected on our towns challenges and opportunities and have identified a long list of emerging priorities to help shape our planned direction of travel. The list is not exhaustive, and we expect additional projects to emerge as we move towards delivering against the vision and objectives of our Regeneration Plan.

Our areas of intervention / long-list of sought projects is outlined in the table below, grouped by the Pride in Place objectives. The table identified strategic fit with approved Pride in Place pre-approved interventions and it also shows those projects we intend to progress over the first four years, as reflected in our supporting Investment Plan.

Chadderton Regeneration Plan – Current Long-list of Sought Projects			
Project	Ambition	Fit with Pre-Approved Intervention Areas	Priority Level
Thriving Places			
Foxdenton Hall	Bring the historic building into use as community hub for activities and services that improve wellbeing and opportunities for social connection	<ul style="list-style-type: none"> • Regeneration, high streets and heritage • Work, productivity and skills • Cohesion • Education and opportunity 	0-4 years
Town Centre Management	Dedicated Town Centre Managers to drive strategic regeneration	<ul style="list-style-type: none"> • Regeneration, high streets and heritage • Cohesion 	0-4 years
Sustainable Business Capital Grant Scheme	Extension of the One Oldham grant scheme for businesses	<ul style="list-style-type: none"> • Work, productivity and skills 	0-4 years
Public Realm and Crossing Enhancements – Middleton Road	Improve the look and feel of the main town centre high street	<ul style="list-style-type: none"> • Regeneration, high streets and heritage • Transport • Safety and security 	0-4 years
Chadderton Town Centre Leisure	Introduction of new leisure products into the town centre	<ul style="list-style-type: none"> • Regeneration, high streets and heritage • Work, productivity and skills • Health and wellbeing 	5-7 years
Public Realm Enhancements - Precinct	Improve the look and feel of the Precinct heart of the town centre	<ul style="list-style-type: none"> • Regeneration, high streets and heritage • Safety and security 	5-7 years
Tram link extension	Extension of the service to provide town centre link	<ul style="list-style-type: none"> • Transport 	5-7 years
Business / Technology Park New Build	Spec development on existing park to replace / extend existing provision	<ul style="list-style-type: none"> • Work, productivity and skills 	8-10 years
Investment on Brownfield Land	Readying sites for development / Provision of viability gap funding	<ul style="list-style-type: none"> • Work, productivity and skills 	8-10 years
Stronger Communities			
Community Capital Grants Scheme	Extension of a grant scheme for communities, focussed on youth provision	<ul style="list-style-type: none"> • Work, productivity and skills • Cohesion • Education and opportunity 	0-4 years

Chadderton Cultural Identity	New spaces to celebrate Chadderton's identify, heritage and arts	<ul style="list-style-type: none"> • Regeneration, high streets and heritage • Cohesion 	0-4 years
Youth Provision	Invest in community-led youth provision and activity and in Oldham Council Youth Services	<ul style="list-style-type: none"> • Work, productivity and skills • Cohesion • Health and wellbeing • Safety and security • Education and opportunity 	0-4 years
Chadderton Library and Wellbeing Centre / Community Hub	Enhance the role of the Wellbeing Centre	<ul style="list-style-type: none"> • Regeneration, high streets and heritage • Cohesion • Health and wellbeing 	5-7 years
Taking Back Control			
Town Centre CCTV	Installation of camera surveillance system in the Town Centre and selected locations	<ul style="list-style-type: none"> • Safety and security 	0-4 years
Neighbourhood Policing	Supporting a new neighbourhood policing presence	<ul style="list-style-type: none"> • Safety and security 	5-7 years
Safe routes between neighbourhoods	Improve safety on key routes between neighbourhoods	<ul style="list-style-type: none"> • Transport • Safety and security 	8-10 years

Neighbourhood Board Levers, Flexibilities and Powers

The Chadderton Neighbourhood Board already has significant influence locally, including good representation and tie in among local businesses and local community groups, as well as good interface with all statutory authorities and agencies locally (local planning, highways, policing etc.).

The Board also has significant levers at its disposal which will help drive forward the delivery of the Pride in Place projects, including:

1. **Control of Assets** – including Foxdenton Hall, Chadderton Library and Wellbeing Centre and public realm and local highways across the town
2. **Pre-Existing Service Infrastructure** – including Oldham Youth Service, successful community and business grant scheme infrastructure, and neighbourhood policing

The Neighbourhood Board will use these advantages and its influence, alongside other policy levers listed in the Policy Toolkit where necessary, to deliver each project.

Potentially relevant Policy Levers listed in the Policy Toolkit include:

1. Powers in the Anti-social Behaviour, Crime and Policing Act 2014, including Public Spaces Protection Orders (PSPOs), Civil injunctions, Community Protection Notice (CPNs), Criminal Behaviour Orders (CBOs) and the Anti-Social Behaviour Case Review and Community Remedies.
2. Powers in the Environmental Protection Act 1990, including Fixed Penalty Notices (FPNs)
3. Anti-Social Behaviour Action Plan, including options for establishing Hotspot Policing and Immediate Justice
4. Regeneration Powers, including options for establishing a Business Improvement District (BID) and enacting Permitted development Rights (PDRs) and Compulsory Purchase powers to help improve the performance of Chadderton Town Centre. There is also an

option for creating a Local Development Order (LDO) to bring forward new commercial development.

5. Heritage preservation imperatives, including relevant Design guidance and design codes and Local Listed Building Consent Orders
6. Community imperatives, including Assets of Community Value Scheme (ACV) and Community Asset Transfer (General Disposal of Consent)
7. Transport and connectivity imperatives including Street design and road improvements, powers to make changes to road layouts and footways, and various best practice design guidance.

The use of such powers and levers will wholly depend on prioritised Pride in Place project demands, and through its ongoing commitment to make Chadderton a great place to live, the Neighbourhood Board will discuss and agree on appropriate measures as required.

Intended Outcomes

As set out in our Town Vision, we want to make Chadderton a place where people actively choose to live. A destination. A safe and secure place for families and people of all ages and cultures. A place where people love where they live and have ambition for their future.

Intended outcomes will be driven by the projects we chose to invest in over the coming years, but ultimately we seek a town where people feel welcomed and are proud to call their home.

We want our young people to grow up with the ambition and capabilities to thrive and we want every individual to feel included and safe. We want to address the long-standing persistent legacy of post-industrial decline that has fuelled deprivation among communities for generations now.

We want to bring better connections, not only physically but between communities and individuals, and in bringing communities together, we want to better celebrate the rich cultural heritage of the town and engage our residents in positive localism.

Above all, we want to elevate Chadderton to be a fun place where people can live long, happy and fulfilled lives.

Pride in Place investment will not address all of the challenges facing the town and neither will it respond to all of our identified opportunities. The Plan does however represent a once in a lifetime chance to invest strategically for long-term positive outcomes and with a renewed focus on town priorities, leveraged investment and other interventions, our Regeneration Plan and Town Vision can be the catalyst for widespread place-shaping for many years to come.

Alignment with Other Programmes and Investments

Programme Investments

Chadderton is a town which has received piecemeal investment over the years, both public and private, although various agency's, including Oldham Council, continue to invest in service delivery in the town across a range of statutory services. This ensures ongoing programmed in education, health, community support and other services accessible to Chadderton residents.

Recent regeneration efforts in the town have been focused on redeveloping and adapting spaces to attract investment and improve the area, notably with projects like the redevelopment of the Ram Mill, a restored cotton mill that offers office spaces, conference rooms and event space to the south of the town.

Other prominently regeneration investments completed or underway in the town include:

- **Butterworth Lane Housing:** In January 2025, Rowland Homes was appointed to redevelop the former Chadderton School South site, with plans for 149 new low-carbon homes, including market, social rent, affordable rent, and shared ownership.
- **First Choice Affordable Apartments:** In May 2023, First Choice Homes Oldham completed nine new energy-efficient affordable apartments on Burnley Lane.
- **Cobalt 2:** comprising the delivery of an industrial warehouse scheme at Broadway Business Park, completed in September 2023

More widely, Oldham Council and its partners are also instigating major transformational regeneration initiatives, delivering against the **£285m Creating a Better Place Framework**, and investing in a range of strategic projects focused on (a) building around 2,000 quality homes; (b) providing opportunities to learn and upskill; (c) growing local businesses and creating jobs; (d) improving residents' life chances, health and wellbeing; and, (e) embedding sustainability to make Oldham the greenest GM borough. The Framework is largely targeting investment in Oldham Town Centre and its surrounds, but the document also covers the whole of the borough.

Over the last decade, Oldham Town Centre has witnessed several transformations, in particular the redevelopment of the Old Town Hall, public realm and public transport infrastructure, including a new bus station and Metrolink and the recent acquisition and part repurposing of the Spindles Shopping Centre. The focus for the town centre is now on redefining town centre retail and residential offer.

The success and vitality of Oldham town centre is of course intrinsically linked to the performance of surrounding communities, including those in Chadderton, and the Pride in Place ambition therefore seeks to support and complement the transformation of Oldham Town Centre underway.

Chadderton is also the gateway to Atom Valley, a promoted vast innovation mega-cluster and designated Mayoral Development Zone that has recognised potential for up to 17m sqft of flexible employment space capable of supporting 20,000 new jobs, alongside 7,000 new homes. The Atom Valley opportunity spans Oldham, Rochdale and Bury and it is being progressed through public-private partnership arrangements.

Contribution to Local and Regional Policy Ambitions

The **Chadderton Town Centre Spatial Masterplan (2023)** fully considered the dynamics of the town centre and set out a series of spatial ambitions to strengthen performance and bring resilience. The ambition included:

1. **A connected and integrated town centre** – to develop a 'liveable' town centre; a 10 minute walking neighbourhood; enhance movement and connections with a focus on pedestrian and cycle movement and to respond to emerging issues of climate change
2. **Enhance Chadderton's local distinctiveness and identity** - to create a new image for the town centre, rekindle the community's pride of place and sense of ownership and to attract investment and visitors and build and community heritage

3. **Enhance Chadderton as a vibrant and sustainable town centre** – including to encourage flexible and adaptable employment opportunities close to the town centre, diversify the economy, attract entrepreneurs and develop a dynamic mix of uses, including urban greening.

This Regeneration Plan is entirely in keeping with the ambitions of the Spatial Masterplan, carrying forward and building on its vision for the town centre.

More widely, **Oldham Council’s Corporate Plan (2022-2027)** sets the Council priority for healthy, safe and well supported residents, and our Pride in Place Vision is therefore entirely in keeping with the Plan.

At the regional level, the **Greater Manchester Strategy 2025-2035 (2025)** sets the collective vision for the next decade is to see a thriving city region where everyone can live a good life. Key ambitions confirmed in the strategy and their alignment to Regeneration Plan ambitions is provided below.

Strategic Alignment with Greater Manchester Strategy Ambitions	
GM Strategy Ambitions	Regeneration Plan Alignment
<ul style="list-style-type: none"> Creating a healthy, safe, warm space for everyone to call home 	<ul style="list-style-type: none"> Objective 2: Health and Wellbeing – Residents have better access to improved housing, facilities and amenities that encourage healthy life choices
<ul style="list-style-type: none"> Building strong communities where people feel safe on their streets 	<ul style="list-style-type: none"> Objective 1: Safety and Security – Ensure Chadderton residents feel safe and are safer Objective 5: Heritage and Culture – Provide new spaces to bring together communities and celebrate our culture, heritage and diversity Objective 7: Resident Engagement – Engage local residents in positive actions that seek to build on Chadderton’s success Delivery of the Foxdenton Hall, cultural, CCTV, community grant scheme and young peoples projects
<ul style="list-style-type: none"> Developing the Bee Network as a transport system for a global city region 	<ul style="list-style-type: none"> Objective 6: Transport and Connectivity – Ensure improved connections to Chadderton town Centre and town communities Longer term ambitions for an improved tram network
<ul style="list-style-type: none"> Creating a clear line of sight to high-quality jobs 	<ul style="list-style-type: none"> Objective 3: Young People – Provide young people with access to facilities and services that inspire ambition and ensure capability to excel
<ul style="list-style-type: none"> Providing everyday support in every neighbourhood via Live Well centres and spaces 	<ul style="list-style-type: none"> Objective 2: Health and Wellbeing – Residents have better access to improved housing, facilities and amenities that encourage healthy life choices Delivery of community grant schemes
<ul style="list-style-type: none"> Creating a greener future for everyone 	<ul style="list-style-type: none"> Cross-cutting, can apply to all projects
<ul style="list-style-type: none"> Making Greater Manchester a great place to do business 	<ul style="list-style-type: none"> Objective 4: District Centre – Ensure the vitality and vibrancy of Chadderton Town Centre Delivery of business support programmes and longer term ambitions for new commercial development

As such, the Regeneration Plan vision and projects are entirely in keeping with Greater Manchester Strategy ambitions.

The **Greater Manchester Local industrial Strategy (2019)** also set out the ambition for prosperous cities, towns and communities, building on the regions strengths and opportunities and supporting the foundations of productivity. It seeks (a) innovation, partnerships and investment to drive prosperity and

transformation; (b) a skills and work system that ensures everyone reaches their potential and employers have the skills they need; (c) integrated 21st century infrastructure for digitally driven, clean and inclusive growth; and (d) a business environment with strengthening leadership, increasing innovation adoption and raised export levels. The LIS is targeting growth in Health Innovation, Advanced materials and manufacturing, digital, creative and media and clean growth. The prioritised Regeneration Plan projects will entirely support LIS ambitions, particularly by investing to support business development, with strengthened leadership.

Contribution to National Policy Objectives

Our vision and objectives are wholly aligned to national, sub-regional and local policy ambitions. Repurposing 'forgotten towns' has been a growing national policy objective, particularly as a mechanism for elevating the performance of 'left behind' northern towns.

Covid-19, the cost of living crisis and environmental agendas confirmed the need for increased town resilience and looking forward, we see significant growing emphasis on localism agendas, ensuring our urban cores are self-serving and sustainable.

We are however confident that our prioritised three-year investment plan projects will fit well with national policy drives (retained or new) over the coming years, and we can confirm that as we continue to shape our targeted strategic projects for the remaining years of the Plan (Yr's 5-10), these will be collectively developed in line with current policies nationally and locally.

The delivery of the Pride in Place programme locally will ultimately take place concurrently with other initiatives underway in Chadderton, including all pre-existing nationally prescribed education, health, security and welfare arrangements. The delivery of the Plan will wholly complement, reinforce and support the delivery of these national policy objectives locally, not least by elevating the performance of the town through place shaping effects with improved wider societal outcomes expected.

Community & Stakeholder Engagement & Participation

Engagement to Date

Alongside board representation from political and civic interests, business and community groups, we also launched extensive public consultation in July 2024 on the Pride in Place via Local. We listened to the findings of the Phase 1 consultations and developed our Regeneration Plan and 4 year Investment Plan accordingly. We have then tested our Regeneration Plan and prioritised projects with the public through our Phase 2 consultations, delivered in August and September 2025.

Phase 1 Consultations (July 2024)

In July 2024, Local set up a temporary Urban Room in Chadderton Wellbeing Centre to ascertain the public's hopes and expectations for the town, if any of those expectations are currently being delivered and how funding and subsequent change might bring about a more vibrant offer for the town.

The Urban Room approach to community engagement fosters trust and empowers the community to have their say in a space which is non-hierarchical and where all views are heard. Urban Room spaces are playful and engaging, where participants take part in different activities that combine to offer a holistic insight into people's hopes and concerns for their place.

Through the Urban Room Chadderton, we facilitated conversations using a range of creative and accessible engagement tools, including recording the ideas generated to help shape the town vision and Pride in Place.

Specific engagement methods and activities in Phase 1 are outlined in the table below.



Engagement Method	Core Activities
Wellbeing Centre Workshops	<ul style="list-style-type: none"> We facilitated artist workshops at the Wellbeing Centre, inviting residents to participate in discussions about Chadderton's future. Activities included making screen prints of their depictions and imaginings of Chadderton over three dates with artist Kim Walker.
Urban Room Pop-Up	<ul style="list-style-type: none"> We set up a pop-up Urban Room within the Wellbeing Centre, ensuring accessibility for all visitors, including information boards, interactive displays, and spaces for residents to leave feedback. Activities included: write a postcard from Chadderton in 2034, and free-drawing exercises with some prompts such as 'map your way to school' and 'what could make that journey better?' An engaging team answered questions and documented ideas and participants used post-it notes to share their thoughts, which were categorised and analysed.
Focus Group Sessions	<ul style="list-style-type: none"> We organised several focus group sessions with targeted demographics, including youth, elderly residents, and local business owners. These sessions allowed for more in-depth discussions and provided a platform for specific groups to voice their unique perspectives. Key topics included youth unemployment, support services for the elderly, and the challenges faced by local businesses.

<p>Interviews with Centre Users</p>	<ul style="list-style-type: none"> • We conducted one-to-one interviews with users of the Wellbeing Centre, gathering personal stories and detailed feedback. • Interviews provided insights into the daily experiences and needs of residents, which were crucial for understanding the broader context of community engagement. • We also took part in informal ‘deep hangouts’ - i.e. integrating with existing community activities such as gym sessions and crafting afternoons for more honest and willing feedback that got us to the heart of many issues
-------------------------------------	--

As well as individual visits from people already aware of the Urban Room through social media, and from passive footfall, we spent time interviewing groups including (1) Chadderton allotment group; (2) Full Circle youth group; (3) SAWN women's group; (4) Yuvanis community group; (5) Knit and Natter; (6) OAPs gym class; (7) English conversation group; (8) Local police; (9) Art workshop participants; and, (10) Parents and children attending summer activities (e.g. Summer Reading Challenge).

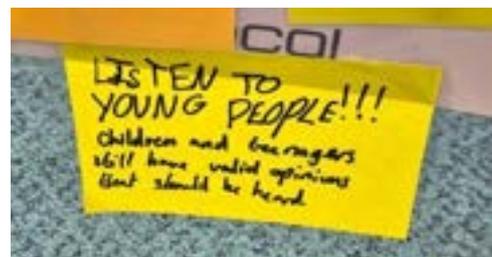
In total, we have engaged around 1,500 individuals through the Pride in Place public consultation process, with a diverse range of individuals engaged, including a very good mix in terms of age ranging from 4 to 80, gender, income, culture and ethnicity.



Phase 1 Consultation Findings

Analysis of public consultation evidence from the Urban Room sessions has shown that residents identified a **need for a disability centre which offered advice but more pressingly, social opportunities in a safe place**. Besides the Wellbeing Centre, **the community didn't feel there was anywhere for them to meet, especially after 4pm**, and there seems to be a **culture of fear amongst many of the residents, particularly the vulnerable about being out on the streets** owing to speeding cars and criminal activity.

Residents also identified a **need for better communications over services and activities available already**. There were some notable absences in what participants *didn't* tell us - unless they were encouraged to, owing to barriers to entry, the likes of arts and culture, leisure and more aspirational lines of thought were not forthcoming. We thought it was very important to highlight their absence and interrogate those particular issues with the community, for example:



- the **night time economy** was never mentioned because people said it was non-existent
- children, and even local artists, failed to mention art as they have **no access to art in the town**
- many young people have never been on holiday so we asked them how they could bring a holiday to Chadderton, **creating a town for visitors**

The **standout findings** from the public consultation are as follows:

- Community Decision Making and Youth Engagement:** There is strong support for local decision-making regarding Chadderton’s future. Some groups expressed interest in community-ownership. High levels of youth unemployment and the need for youth-centric spaces was also frequently mentioned.

“The community should have a say in what happens next. It’s our town, and we know what it needs.”
- Safety and Accessibility:** Concerns about safety and the accessibility of public spaces were prevalent, especially road safety (both from speeding cars, lack of cameras, and poor pavements and walkways).

“Safety in public spaces is a concern. More lighting and visible security would help us feel safer when we’re out and about.”
- Income Disparity:** Addressing significant income gaps within and between communities is seen as crucial.

“There’s a big gap between the rich and poor in Chadderton. We need to find ways to support everyone, not just the fortunate few.”
- Local Business Support:** There was a strong desire for initiatives that support local businesses, including providing incentives and reducing bureaucratic hurdles.

“Supporting local businesses should be a priority. They are the backbone of our community and need more assistance to thrive.”
- Health and Wellbeing Facilities and Programmes:** The need for more facilities and programs focused on health and wellbeing was a recurring theme, particularly for the elderly and vulnerable. Many residents stressed the importance of programs, including mental health support, fitness classes, and preventive health initiatives.

“The Wellbeing Centre could be the heart of our community if it had more resources and better facilities. It’s a great space.”

“Health and wellbeing services are crucial, especially for our elderly and vulnerable residents. More programs and facilities would be a great help.”
- Cultural and Recreational Spaces and Activities:** Residents want more cultural and recreational activities that reflect diverse communities and provide opportunities for social interaction. Many residents expressed the need for improved public spaces to make them more inviting and functional, including parks, seating areas, and transport links. There was a desire for an improved recreational offer (skate parks etc.), but also some safety concerns as to the users of those spaces.
- Community Events and Spaces:** There is a strong desire for more community and multipurpose spaces within the Centre. A need to rent or use private rooms was raised many times from those trying to host workshops. There has been some barriers to entry for existing offers because of perceptions that were incorrect (the assumption that Yuvanis is only for Asian people, for example).
- Cultural Inclusion:** Residents expressed a need for more culturally inclusive programs and events that celebrate the diversity of Chadderton. Suggestions included food-based events or more culturally-diverse restaurants.

“We need more cultural and recreational activities that reflect our diverse community. It would help bring people together and foster a sense of belonging.”
- Environmental Sustainability:** There is growing awareness and concern about environmental sustainability. Many residents advocated for green spaces, recycling, and sustainable planning.

“Environmental sustainability should be key. We need more green spaces, better recycling programs, and sustainable urban planning.”
- Transport Improvements:** Enhancements to public transport are seen as essential for better connectivity. Most people said they wouldn’t use the Metrolink as it felt unsafe.

“Better public transport connections would make a huge difference for everyone, especially for non-drivers.”
- Support Services:** Enhanced support services for the elderly, vulnerable, and youth are viewed as being needed and better communication of the existing service offer is viewed as fundamental.

Phase 2 Consultations (August-October 2025)

Follow up consultation work was completed between August and October 2025, with a focus on engaging harder to reach groups.

A series of Focus Group sessions were held by Yuvanis and Fullcircle & Youth Voice, engaging a total of 44 residents, as follow:

- Fullcircle & Youth Voice Focus Group: 12 young people (aged 12–15), all living in Chadderton
- Yuvanis Foundation Focus Groups: 32 participants - 10 South Asian women, 13 teenagers (aged 11–18) and 9 South Asian men

The engagement successfully reached a diverse cross-section of Chadderton’s community, with a strong emphasis on youth (over half of all participants), significant representation from South Asian communities, and a good balance of male and female voices. The inclusion of looked after children and an asylum seeker added further depth to the insight, ensuring that seldom-heard groups are represented in the findings.

All groups participated in informal focus group sessions, with activities designed to capture their hopes, priorities, and ideas for Chadderton’s future. The majority of participants also completed a supporting online survey to further garner priorities.

Phase 2 Consultation Findings

Safety, youth provision, and cleanliness emerged as the most urgent and widely shared priorities across all groups engaged in the Phase 2 consultations. Participants consistently called for more CCTV, better street lighting, and regular police patrols to address crime and anti-social behaviour. Community pride and inclusion are seen as lacking but highly desired. Many participants noted a need for more community events and opportunities to build social connections, as well as improved facilities in parks and public spaces. Business and economic support is welcomed, but participants stressed that grants and investments should be tied to clear social value - such as supporting disabled children, creating apprenticeships, and benefiting the wider community, not just business owners.

The table below highlights priorities identified in both the Focus Group sessions and supporting survey.

Phase 2 Consultation Findings	
Themes	Priorities
Safety and Security	<ul style="list-style-type: none"> • Universal priority: All groups highlighted the need for improved safety. • Actions requested: More CCTV in crime hotspots, regular police patrols (especially to deter knife crime), and better street lighting. • Concerns: Presence of betting shops in the precinct, perceived as attracting anti-social behaviour.
Youth Provision	<ul style="list-style-type: none"> • Strong demand for accessible, safe, and dedicated youth spaces. • Requests: Modern youth centre (“Mahdlo-style”), more youth activities (clubs, gaming, arts, dance, chill-out zones), free Wi-Fi, and long-term, sustained programmes. • Barriers: Parents hesitant to let children roam due to safety fears; young people feel excluded from local decision-making.
Community & Public Spaces	<ul style="list-style-type: none"> • Cleaner streets: Litter, dog fouling, and lack of bins are major issues. • Parks: Calls for more facilities in Coalshaw Green Park (toilets, café, play areas for all ages), more exercise equipment, and community allotments. • Community spirit: Desire for more community events to build pride and social connections.
Chadderton Precinct & Town Centre	<ul style="list-style-type: none"> • Business support: Small businesses struggle with high rents; post office seen as vital but under threat. • Environment: Precinct described as “gloomy and messy”—suggestions for visual uplift, standardised shopfronts, and regular open markets to boost footfall. • Anti-social behaviour: Fly-tipping and theft are prevalent; better waste management and more CCTV requested.

Transport & Connectivity	<ul style="list-style-type: none"> • Cycle lanes: Needed to keep cyclists off pavements and improve safety. • Benches: More seating for walkers and vulnerable people
Health, Wellbeing, and Inclusion	<ul style="list-style-type: none"> • Mental health: Need for free or affordable counselling services for families and children. • Cultural and gender inclusion: Demand for culturally appropriate, women-only, and evening educational classes; affordable gyms for women and low-income families.
Cultural Identity	<ul style="list-style-type: none"> • Cultural places identified: Churches, mosques, youth centres, schools, parks, shopping centres, cafés, pubs, community centres. • Desire: To celebrate and strengthen local culture as a community asset.
Business and Economy	<ul style="list-style-type: none"> • Capital grants: Support for business and community grants, but with calls for strict monitoring and clear social value requirements (e.g., support for disabled children, apprenticeships). • Concerns: Grants should benefit the wider community, not just business owners.
Equality & Voice	<ul style="list-style-type: none"> • Feedback: Services and facilities should better reflect the diversity of Chadderton; more opportunities for residents to contribute ideas and shape plans.

Future Engagement Strategy

Our dedicated Neighbourhood Board will continue to drive forward the delivery of the Regeneration Plan and Pride in Place programme over the next 10 years, including overseeing the delivery of the short-long term priority projects.

Ultimately, the Neighbourhood Board are wholly committed to ensuring the Pride in Place delivers on community priorities and we will continue to engage proactively with communities to help identify and shape our future priority projects.

We plan to consult the public regularly as we move into delivery. This includes planned future public consultation drives, alongside opportunities for additional engagement via our planned monitoring of Long-Term Plan success. The deployment of annual resident surveys over the lifetime of the Plan will be focussed on gauging changing perceptions over time, but this also offers opportunity to further test resident appetite over next phase projects and ongoing community priorities.

Match Funding and Leveraged Investment

Commitment to Leverage Investment

Our Neighbourhood Board is committed to securing all funding needed to deliver a package of agreed projects over the next 10 years, and significant efforts have already been made to seek wider leveraged investment in those prioritised projects to be delivered over the next 4 years (the first phase Investment Plan period).

Known co-funding / leveraged investment towards the prioritised projects (years 0-4) total £3,320,000 at present (c.30% of Years 1-4 funding) and this comprises:

- £2,770,000 of sought Heritage Lottery, Historic England, Oldham Council and philanthropic co-funding to enable the delivery of Foxdenton Hall works
- £125,000 of expected leveraged investment by local businesses to support the delivery of the Sustainable Business Grants programme
- £400,000 of public match funding from the Community Regeneration Initiative covering the West District area of the borough

Looking forward, the Neighbourhood Board will continue to consider all co-funding options to support the delivery of the Pride in Place programme, with the intention being to maximise leverage where possible from public, private and philanthropic sources.

This may include utilising Pride in Place commitments to provide surety to other funders, thereby helping to leverage additional investment and part-meet funding demands.

Governance

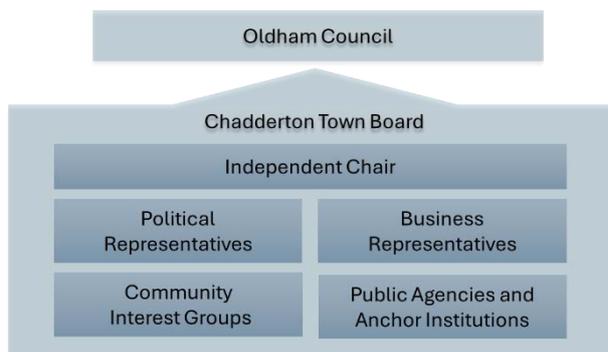
Chadderton Neighbourhood Board - Governance Arrangements

The Chadderton Neighbourhood Board has been established as the vehicle to define and deliver the Regeneration Plan and Pride in Place programme for Chadderton. The Neighbourhood Board serves as an advisory body to Oldham Council, which is acting as the lead local authority for the Chadderton endowment as specified by MHCLG, alongside providing a secretariat service to the Neighbourhood Board, with an option for the Neighbourhood Board to ultimately take on secretariat duties.

The Neighbourhood Board itself feeds into existing Council structures, including the Oldham Place Partnership.

Oldham Council will support the work of the Neighbourhood Board and will ultimately endorse and promote the Chadderton Pride in Place and the Investment Plans. This will ensure full integration of the Town vision and priority projects within the wider place strategy for Oldham, and beyond.

Board members will promote and gain the support of their organisations to the Town Vision, Regeneration Plan and the Chadderton Investment Plan programme of interventions.



Chadderton Neighbourhood Board Roles and Responsibilities

The Chadderton Neighbourhood Board comprises c.20 members representing various interests, including (a) senior political representatives, (b) local community leads, (c) business representatives and (d) various public agencies and anchor institutions, including senior representation from the Police. The Board meets quarterly and is independently chaired by Laura Windsor-Welsh (Oldham Director, Action Together).

The Neighbourhood Board brings together the vested interests of local communities and anchor institutions, and the intention is for the Neighbourhood Board to ultimately provide challenge and accountability to ensure local priorities are progressed and delivered in a timely, cost-efficient way through the review and monitoring of the vision and investment plan.

The role of the Board is to act collaboratively to:

- Shape and steer priorities for town investment
- Convene powers and responsibilities for making change.
- Steer the long-term vision for Chadderton with local people.
- Plan and initiate community engagement to actively engage with communities, advising local people of opportunities and encouraging them to participate and submit ideas for interventions.
- Develop and agree the evidence-based, Regeneration Plan (this document) and 4-year investment plan
- Develop a clear programme of interventions.
- Ensure accountable use of resources.
- Ensure an effective communications plan is deployed.
- Act as ambassadors/champions for Chadderton.
- Provide a regular forum for considering and resolving key strategic issues.
- Clarify and set programme requirements and direction.
- Monitor high-level risks and issues.

As a matter of course, all public sector board members are expected to follow the Seven Principles of Public Life (the Nolan Principles), comprising Selflessness; Integrity; Objectivity; Accountability; Openness; Honesty; and Leadership, and all private sector board members are expected to follow the same principles.

Project Selection Process

Project selection has to date involved bringing the Neighbourhood Board together to generate project ideas and confirm consensus over a long list of projects, alongside agreeing the vision and short term priority projects. The long-list of projects has been supplemented by new project ideas identified during the public consultation process.

From a long list of projects, the decision has been taken to prioritise projects for inclusion in the Chadderton 4-Year Investment Plan. The selected short term projects are considered to be (a) entirely deliverable at acceptably low risk and (b) they also respond well to the identified challenges and opportunities facing the town.

Those projects not included within the 4-Year Investment Plan are retained ambitions locally, and these project opportunities (alongside others identified through ongoing Neighbourhood Board leadership and engagement) are expected to be re-considered/re-assessed in future years ahead of possible inclusion in future Investment Plans.

A full outline of the project selection, appraisal and assurance process is provided in the Assurance chapter below.

Route to Market

Oldham Council will ultimately be responsible for funding dispersal, and the preferred procurement strategy will be agreed on a project-by-project basis.

Four procurement options are available to enable the delivery of the Pride in Place projects, comprising (a) open procedure; (b) restricted procedure; (c) competitive dialogue; and (d) competitive procedure with negotiation - Each have their relative advantages and disadvantages.

It is expected that all procurement activities will be carried out in line with Oldham Councils existing procedures, with the majority of the larger-scale projects being procured to the standard Council process via the CHEST procurement portal.

For those schemes prioritised for short term investments (years 0-4) the likely routes to market are as follows:

- **Foxdenton Hall Restoration** – Oldham Council will lead on the project with support from Chadderton Together. Oldham Council are likely to delegate the delivery of the project to Chadderton Together, with oversight and assurance by the Council throughout. Chadderton Together will utilise the experience of Oldham Council's procurement team to assist with the appointment of appropriate design and costings teams, alongside the procurement of a lead contractor.
- **Town Centre Management** – Oldham Council will create a new town centre manager post/s to drive forward the town centre (and town-wide) regeneration, including driving forward the delivery of the Pride in Place projects.
- **Community Capital Grants Scheme** - This is likely to be delivered via an extension to the successful One Oldham Programme grant scheme which has been running since 2021. The grant scheme is aimed at the Voluntary, Community, Faith and Social Enterprise (VCFSE) sector and has been delivered by Action Together as the Local Infrastructure Organisation for the VCFSE sector in Oldham in partnership with Oldham Council.
- **Sustainable Business Capital Grant Scheme** - This is likely to be administered and delivered by Oldham Council, building on the success of similar business support programmes and initiatives that the Council has delivered in recent years.
- **Chadderton Cultural Identity** – This project is likely to be delegated to Chadderton Together, which under Neighbourhood Board direction will carry out various small-scale procurement

exercises to appoint suitable contractors and events teams to carry out targeted drives to improve awareness of Chadderton's history and the towns diverse cultures.

- **High Street Crossing Enhancements** – Oldham Council will complete competitive procurement exercises to appoint a suitable design and costing team and a preferred contractor to carry out the works.
- **Town Centre CCTV** – Oldham Council are likely to directly procure a contractor to install the cameras, with some soft market engagement already taken place to gather quotes to understand the capital cost implications. For ongoing management of the cameras, two options are currently under consideration, including via the delivery of new operational base/control room or through increased utilisation of existing control room activities by the GM police.
- **Youth Provision** – Oldham Council will lead on funding delegation to various sources, including the Councils Youth Service and local community groups.

As with all contracts, adherence to existing procurement processes will ensure statutory and local obligations are met.

The evaluation of tender proposals will likely be based on a Price/Quality ratio and make allowance for social value returns by the contractors where appropriate – note, social value demands is likely to exclude those already delivering significant social value.

Risk for the successful delivery of the Pride in Place projects will ultimately be held by Oldham Council, though appropriate risk transfer will be made to procured contractors.

Assurance

Pride in Place Project Assurance

Following Government approval, each project will be subject to proportionate business case development, depending on the scale of the project and known levels of risk. For smaller projects, a simple short case will be required, but for larger and more complex projects Full Business Case (FBC) or Outline Business Case (OBC) production will be requested.

This will follow HM Treasury Green Book standards and following the HM Treasury five-case model and utilising pre-existing Oldham Council business case templates.

Business case development will draw on internal and external multidisciplinary resources to ensure projects are well-considered, including considering a range of options assessed to ensure optimum efficiency in line with Best Value for Public Money.

As Accountable Body, Oldham Council will ultimately be responsible for making final decisions on Pride in Place delivery to MHCLG requirements, and each project will require S151 Officer sign off before the release of funds.

For each project, regular reports to the Neighbourhood Board will ensure reporting on any variations in scope, delivery and timescales, thus enabling rapid decision making.

This process for monitoring and reporting includes mechanisms for escalation of risks and the deployment of appropriate mitigation. As standard, all documents will be subject to audit and verification over the Pride in Places initiative lifecycle.

Preferred Funding Routes

The Board is aware that they can support a single activity (such as Foxdenton Hall) or a programme of activities (such as a small grants programmes to multiple organisations). Board members also understand that competition for projects is the default approach for selecting recipients of public grants and often helps achieve the best value for money.

The Board has expressed a preference for utilising the two following funding routes:

- **Route 1 - Commissioning** - The Board will commission activity where a project concept identified by the local community either doesn't have a lead organisation, or there is only one organisation capable of designing and delivering the scheme. In some cases, the Board will issue a grant through this route and in other cases they will procure service provision. Any grants issued through this route will follow an appropriate and proportionate appraisal of the proposed goods, works or services.
- **Route 2 - Call for Projects** - The Board will issue a Call for Projects for a range of activities (business and community), and issue grants following a robust application and appraisal process.

The processes that will be used in either funding route will be closely informed by the Cabinet Office's Grants Functional Standard and HM Treasury's Managing Public Money guidance. In relation to the Grants Functional Standard where a grant funding contract is issued we will adhere to the following principles:

- ✓ grants objectives are aligned to the local community's priorities and the overall objectives of this Plan and the Government's ambitions for the Pride in Places Programme.
- ✓ a proportionate and appropriate approach is adopted in relation to governance, management frameworks and controls.
- ✓ grants are made in the best interest of the public, the public purse, and operate in line with 'Managing Public Money.'
- ✓ funding is administered with optimum efficiency, economy, effectiveness and prudence, to maximise value for public money.
- ✓ responsibilities and accountabilities are defined, mutually consistent, and traceable across all levels of management.

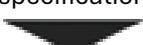
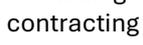
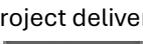
- ✓ public service codes of conduct and ethics are consistently upheld.

In relation to the Managing Public Money guidance the Board will ensure adherence to the following principles at each stage: honesty, impartiality, openness, accountability, accuracy, fairness, integrity, transparency, objectivity and reliability. These principles will be followed in spirit, as well as to the letter of the law, in the public interest, to high ethical standards and achieving value for money.

An outline of how each of these routes will work in practice is outlined in the following two sections.

Commissioning route

Where a project concept identified through consultation with the local community either doesn't have a lead organisation, or there is only one organisation capable of designing and delivering the scheme, the Board or a partner entity such as Oldham Council will adopt a commissioning role. An outline of the key steps involved is outlined below.

Stages	Key tasks
1. Develop the concept 	Concept development will either be completed by the Board or a partner organisation / project sponsor. The initial development work will involve understanding the likely scale and size of the project; identifying likely milestones; a high level cost estimate; and testing deliverability.
2. Test the feasibility 	If the project concept appears viable and therefore warrants further advanced testing, the project sponsor and/or the Board will commission appropriate Feasibility Studies. For capital projects this will likely include understanding ownership of sites; assessing market feasibility and impact; testing deliverability and operational feasibility. Following the results of Feasibility Studies the Board will determine whether to proceed with progressing the project concept.
3. Develop an outline specification 	An outline specification will be developed for capital and revenue projects. The specification will set out the key requirements that need to be factored into the project's design. The project sponsor, working closely with the Board will develop the outline specification.
4. Commission initial design and costs 	The specification will be taken to market and appropriate designers and cost consultants procured. This will enable capital projects to progress to a sufficiently advanced RIBA stage to support planning applications where appropriate. For revenue projects, specialist support in developing a project design that reflects good practice elsewhere may be sought.
5. Develop a full specification 	The Board will review the initial designs and costs and determine whether to proceed to a full design. This stage is expected to require good engagement with the local community to test the overall design and key elements of the project. The development of a full specification will enable a procurement exercise to be completed.
6. Commission the project including contracting 	The Board will work with Oldham Council to deliver a procurement exercise where the project sponsor does not have robust procurement processes in place. For capital projects this will culminate in a successful supplier being awarded a contract for goods, services or works in an appropriate format. For revenue projects the successful supplier will be awarded a grant contract or a service contract. Oldham Council's legal and procurement teams will provide advice throughout the procurement and contracting stage.
7. Monitor project delivery 	The Board will monitor delivery and for both capital and revenue projects the selected supplier will be required to provide regular progress and monitoring reports. For complex capital projects the Board and Council may retain independent advisors to check and verify progress reports and requests for staged payments. This due diligence will provide good assurance throughout.

8. Evaluate project delivery	The Board is committed to understand what worked well in project design and delivery, and the economic, environmental and social impacts that commissioned projects have achieved. Larger projects may therefore be selected for evaluation.
------------------------------	--

The Board is deeply committed to utilising local suppliers where possible, and will work with the Council's procurement team and Section 151 Officer to complete procurement exercises that reflect the 2023 Act, but that enable local suppliers to engage.

In relation to **contracting** the Neighbourhood Board and Oldham Council will identify the most appropriate approach. In all cases the contract will ensure that relevant obligations are passed on to funding recipients to manage delivery risks and ensure compliance.

In relation to **monitoring** the Board will work with Oldham Council as the accountable body to agree and implement a clear monitoring process, with a mechanism to recover funding where beneficiaries do not comply with fund parameters, UK law or any local requirements. The process will include a clear mechanism for change control, detailing how changes to projects will be managed. In relation to **payments** the contract will include milestones against which payments will be made.

Call for Projects route

Where a project concept identified through consultation with the local community could be delivered through a range of activities by a range of organisations (such as the grant schemes), a Call for Projects route will be adopted. An outline of the key steps involved is outlined below.

Stages	Key tasks
1. Develop the concept ▼	The Board will develop the concept reflecting local priorities and supported by Oldham Council. This work will inform the Call for Projects and may include gathering the latest data to quantify the challenge or opportunity for which projects are sought.
2. Develop and issue the Call ▼	The Board will work closely with Oldham Council to develop the Call for Projects including the brief, the application form and appraisal form and timeline. The application and appraisal process will reflect the 5 Case model set out in the HM Treasury Green Book, but the approach adopted will be proportionate. The Call will be issued via various promotion routes, including existing social media challenges and business and community networks.
3. Appraise applications ▼	Following submission by applications, independent or in-house appraisal will be completed depending on the scale of the funding sought. The appraisal will reflect the Green Book approach and appraisal findings will be presented to the Board for discussions and decisions. Board members will be required to identify any connections which could present a conflict of interest and will not engage in decision-making on any projects where there is a conflict, or the potential for a conflict of interest.
4. Contract with successful projects ▼	The Council or an agreed partner organisation will contract with successful applicants on behalf of the Board. The contract will confirm the funding awarded and the expected outputs and outcomes. The contract will set out the applicant's obligations including the submission of regular progress and monitoring reports.
5. Monitor project delivery ▼	The Board will monitor delivery and for both capital and revenue projects the selected supplier will be required to provide regular progress and monitoring reports.
6. Evaluate project delivery	The Board is committed to understand what worked well in project design and delivery, and the economic, environmental and social impacts that commissioned projects have achieved.

