

# **Chadderton Pride in Place Investment Plan**

November 2025

## Challenges – Key Priorities

### Objective 1: Thriving Place - RESPONSE

#### Challenges

Over the first four years we will prioritise investment in a range of meaningful interventions that respond to known town challenges.

Most of our identified town challenges as outlined in the Regeneration Plan cut across the Thriving Places ambition, either by making a 'direct' contribution towards Thriving Places ambitions as confirmed in the Pride in Place Strategy, or by making a more 'complementary' contribution towards ensuring Chadderton thrives.

The following challenges we are seeking to directly address in relation to Thriving Places include:

- **Challenge 3: A Connected, Diversified and Renewed Town Centre**
- **Challenge 4: Town Image, Identity and Prestige**

We also consider that tackling some of the following challenges (also outlined in the Regeneration Plan) will also make a complementary contribution towards **Challenge 1: Building Social Trust and Ensuring Safe and Welcoming Environs**.

### Objective 1: Thriving Place - RESPONSE

#### Opportunities

In relation to Thriving Places, we will invest in measures in response to the following identified opportunities as listed in the Regeneration Plan. Seizing these opportunities will directly contribute to Thriving Places ambitions:

- **Opportunity 2: Rich Underplayed Heritage Assets**
- **Opportunity 3: A Better Connected Town**
- **Opportunity 4: A New Industrial Future**

### Objective 2: Stronger Communities – RESPONSE

#### Challenges

Over the first four years we will prioritise investment in meaningful interventions that respond to known town challenges.

Most of our identified town challenges as outlined in the Regeneration Plan cut across the Stronger Communities ambition, either by making a 'direct' contribution towards Stronger Communities ambitions as confirmed in the Pride in Place Strategy, or by making a more 'complementary' contribution towards ensuring improved cohesion and community pride.

The following challenges we are seeking to directly address in relation to Stronger Communities include:

- **Challenge 1: Building Social Trust and Ensuring Safe and Welcoming Environs**
- **Challenge 4: Town Image, Identity and Prestige**

### Objective 1: Stronger Communities - RESPONSE

#### Opportunities

In relation to Stronger Communities, we will invest in measures in response to the following identified opportunities as listed in the Regeneration Plan. Seizing these opportunities will make a complementary contribution to ensuring Stronger Communities in Chadderton:

- **Opportunity 1: Nurturing Talent among a Growing Young Population**
- **Opportunity 2: Rich Underplayed Heritage Assets**
- **Opportunity 3: A Better Connected Town**

### Objective 3: Taking Back Control - RESPONSE

#### Challenges

Over the first four years we will prioritise investment in meaningful interventions that respond to known town challenges.

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All of our identified town challenges as outlined in the Regeneration Plan cut across the Taking Back Control ambition, by ensuring that our communities take ownership of strategic regeneration initiatives, whilst ensuring improved opportunities for employment and upskilling across the town.

Specifically, in helping to address the following challenges (identified in the Regeneration Plan) we will complement Taking Back Control ambitions:

- **Challenge 2: Inspiring Residents to Excel**
- **Challenge 4: Town Image, Identity and Prestige**

### **Objective 3: Taking Back Control - RESPONSE**

#### **Opportunities**

In relation to Taking Back Control, we will invest in measures in response to the following identified opportunities as listed in the Regeneration Plan.

Seizing the following opportunity will 'directly' contribute to Taking Back Control in Chadderton:

- **Opportunity 1: Nurturing Talent among a Growing Young Population**

In also ensuring **Opportunity 4: A New Industrial Future**', this will complement ambitions for Taking Back Control in Chadderton.

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## Community and Engagement

### RESPONSE

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.

In total, we engaged around 1,500 individuals through the Phase 1 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. A further 44 residents were engaged in Phase 2 Focus Groups, with a strong focus on engaging young people and those of Asian origin.

Alongside members of the general public, we have engaged the following groups in Phases 1 and 2: (1) Chadderton allotment group; (2) Full Circle youth group; (3) SAWN women's group; (4) Yuvan's 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).

Are you in an MCA area?	Yes
Have you consulted your MCA?	Yes
Consulted with MP?	Yes
MP Name	Jim McMahon OBE
Constituency	Oldham West, Chadderton and Royton
Does the constituency of another MP make up 25% or more of your agreed place geography?	No
Does the constituency of another MP make up between 10% to 25% of your agreed place geography?	No

# 1. Interventions

<b>RESPONSE</b>	
√	<b>Regeneration, high streets and heritage</b>
√	Creating and improving green spaces, community gardens, watercourses and embankments in the local area, along with incorporating natural features into wider public spaces
√	Enhanced support for arts, cultural, heritage and creative activities, projects and facilities and historic institutions that make up the local cultural heritage offer
√	Funding for improvements to town centres, neighbourhoods, and high streets, including capital spend and running costs
√	Measures to improve community cohesion
√	Funding for impactful volunteering and social action projects to develop social and human capital in local place
√	Funding for improvements to town centres, neighbourhoods, and high streets, including capital spend and running costs
<b>Work, productivity and skills</b>	
√	Funding to support the development, improvement, and promotion of the visitor economy, such as local attractions, historical trails, cultural tours, campaigns and other related tourism products
√	Enabling community wealth building
√	Developing and expanding existing local business support and networks for smaller businesses and social enterprises
√	Support to improve awareness of, and access to, local provision that moves people closer to and into sustained employment, in line with an area's Get Britain Working Plan
<b>Cohesion</b>	
√	Funding for impactful volunteering and social action projects to develop social and human capital in local place
√	Investment in capacity building and infrastructure support for local civil society, youth and community groups
<b>Safety and security</b>	
√	Improved town centre management
√	Design and oversight of the built and landscaped environment to 'design out' crime and encourage positive behaviour
<b>Education and opportunity</b>	
√	Support for growing the local social economy, including community businesses, cooperatives and social enterprises
√	Support for community-based learning and development

## 2. Payment Profile & Spend Forecast

### RESPONSE

Capacity funding budget reflects spend to date, forecast spend for this financial year, plus two-years spending of the remaining budget thereafter. Opportunities for accessing additional capacity funding for future planned Board management, consultation and annual survey work will be continually reviewed going forward, and any residual funding shown in 2026/27 and 2027/28 will be carried forward.

Development funding reflects early stage project level cost modelling and sequencing for the first four years, plus carrying forward the Government budget profile thereafter. At present, the 4 year programme is around £20,000 over budget, but planned prioritisation and project sequencing by the Neighbourhood Board will ensure the programme is delivered with budgetary limits.

The expectation is for all projects to be supported by the funding to be in line with the pre-approved intervention list with no 'off-menu' projects supported.

### RESPONSE

£,000			Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36
<b>Capacity Funding</b>	£159	£130	£155	£156								
<b>Development Funding – Capital</b>			£360	£1,736	£1,605	£1,605	£1,605	£1,605	£1,605	£1,605	£1,605	£1,605
<b>Development Funding - Revenue</b>			£232	£256	£432	£432	£432	£432	£437	£450	£450	£450

### 3. Projects

RESPONSE	
√	Yes
	No

<b>Project name</b>	Foxdenton Hall
<b>Brief Description (10 words)</b>	Bringing the Grade II Historical Hall back into community use
<b>Primary Intervention</b>	Regeneration, high streets and heritage
<b>Name of Delivery Organisation</b>	Chadderton Together
<b>Type of Organisation</b>	Community Interest Company
<b>Amount of funding allocated from PIP</b>	£1,000,000
<b>Other sources of project funding</b>	Oldham Council - £216,500 Heritage Lottery Fund - £2,353,328 Historic England - £100,000 Others - Fundraising - £100,000

<b>Project name</b>	Town Centre Management
<b>Brief Description (10 words)</b>	Dedicated Town Centre Managers to drive strategic regeneration
<b>Primary Intervention</b>	Regeneration, high streets and heritage
<b>Name of Delivery Organisation</b>	Oldham Council
<b>Type of Organisation</b>	Public
<b>Amount of funding allocated from PIP</b>	£577,752
<b>Other sources of project funding</b>	None

<b>Project name</b>	Sustainable Business Capital Grant Scheme
<b>Brief Description (10 words)</b>	Extension of the One Oldham grant scheme for businesses
<b>Primary Intervention</b>	Work, productivity and skills
<b>Name of Delivery Organisation</b>	Oldham Council
<b>Type of Organisation</b>	Public
<b>Amount of funding allocated from PIP</b>	£675,000
<b>Other sources of project funding</b>	Private match - £150,000

<b>Project name</b>	Public Realm – Middleton Road
<b>Brief Description (10 words)</b>	Improve the look and feel of the main town centre high street
<b>Primary Intervention</b>	Regeneration, high streets and heritage
<b>Name of Delivery Organisation</b>	Oldham Council
<b>Type of Organisation</b>	Public
<b>Amount of funding allocated from PIP</b>	£2,300,000
<b>Other sources of project funding</b>	None

<b>Project name</b>	Community Capital Grants Scheme
<b>Brief Description (10 words)</b>	Extension of a grant scheme for communities
<b>Primary Intervention</b>	Work, productivity and skills
<b>Name of Delivery Organisation</b>	Action Together
<b>Type of Organisation</b>	Community Interest Company
<b>Amount of funding allocated from PIP</b>	£590,000
<b>Other sources of project funding</b>	Community Regeneration Partnership - £400,000

<b>Project name</b>	Chadderton Cultural Identity
<b>Brief Description (10 words)</b>	New spaces to celebrate Chadderton's identity, heritage and arts
<b>Primary Intervention</b>	Regeneration, high streets and heritage
<b>Name of Delivery Organisation</b>	Oldham Council
<b>Type of Organisation</b>	Public
<b>Amount of funding allocated from PIP</b>	£269,850
<b>Other sources of project funding</b>	None

<b>Project name</b>	Youth Provision
<b>Brief Description (10 words)</b>	Community-led youth provision and activity
<b>Primary Intervention</b>	Work, productivity and skills
<b>Name of Delivery Organisation</b>	Oldham Council Youth Services
<b>Type of Organisation</b>	Public

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<b>Amount of funding allocated from PiP</b>	£1,066,000
<b>Other sources of project funding</b>	None

<b>Project name</b>	Town Centre CCTV
<b>Brief Description (10 words)</b>	Installation of surveillance cameras in the TC and key locations
<b>Primary Intervention</b>	Safety and security
<b>Name of Delivery Organisation</b>	Oldham Council
<b>Type of Organisation</b>	Public
<b>Amount of funding allocated from PiP</b>	£200,000
<b>Other sources of project funding</b>	None

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## Capacity Funding

### RESPONSE

Capacity funding has been used to invest in Regeneration and Investment Plan development, including for (a) public consultations (b) visioning workshops (c) consultant support to prepare the plans (d) programme management to support the board and (e) venue hire and miscellaneous costs for board meetings.

Moving forward, capacity funding will be used to support (1) ongoing consultations, (2) routine annual monitoring, (3) the development of a monitoring and evaluation framework and (4) the costs for Board meetings. Other ad hoc and yet-to-be identified activities may also be funded through the capacity budget.

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## 4. Management Costs

### RESPONSE

The Neighbourhood Board may opt to use some funding to cover some management costs, specifically relating to covering any required due diligence and contracting costs, alongside similar costs for legals/Subsidy Control advice.

All costs, including management cost demands, will be agreed by the Neighbourhood Board in advance of any external commissioning.

## 5. Milestones

### RESPONSE

√	Consulting the community
√	Running a feasibility study
√	Call for projects and project selection round
√	Commissioning services
√	Project procurement

#### Consulting the community:

Milestone	Start date	Completion date
Develop Community Engagement Strategy	01.01.26	28.02.26
M&E Framework	01.01.26	28.02.26
Develop Resident Survey	01.03.26	31.03.26
Issue Press Release on funding confirmation and plans	01.04.26	15.04.26
Launch Y1 Resident survey – testing Pride in Place and priorities	01.06.26	31.08.27
Close Y1 Survey and analyse results	01.09.26	31.09.27
Launch Y2 Resident survey – testing Pride in Place and priorities	01.06.27	31.08.27
Close Y2 Survey and analyse results	01.09.27	31.09.27
Launch Y3 Resident survey – testing Pride in Place and priorities	01.06.28	31.08.28
Close Y3 Survey and analyse results	01.09.28	31.09.28
Launch Y4 Resident survey – testing Pride in Place and priorities	01.06.29	31.08.29
Close Y4 Survey and analyse results	01.09.29	31.09.29

#### Running a feasibility study:

Milestone	Start date	Completion date
Middleton Road - Develop brief for Feasibility Studies /Transport Study	01.04.27	31.08.27
Middleton Road - Commission RIBA 1 designs	01.09.27	31.03.28
Foxdenton Hall - designs	01.04.26	01.04.27
CCTV – locations and designs	01.01.29	31.03.29

#### Call for projects and project selection round:

Milestone	Start date	Completion date
Community Grants - Development of Call for Projects including process and forms, information and guidance	01.04.26	01.06.26
Capital Grants - Confirm decision making / investment board processes	01.04.26	01.06.26
Capital Grants - Launch Grants Programme	01.06.26	31.09.26
Capital Grants - Award Grants	01.09.26	31.04.27
<b>Business Grants</b>		
Business Grants - Development of Call for Projects including process and forms, information and guidance	01.01.27	01.03.27
Business Grants - Establish decision making / investment board	01.01.27	01.03.27
Business Grants - Launch funding call	01.04.27	31.08.27
Business Grants - Award Round 1 Capital Grant Funding	01.09.27	31.09.27
Business Grants - Round 2 Call and Awards	01.04.28	31.09.28
Business Grants - Round 3 Call and Awards	01.04.29	31.09.29

**Commissioning services:**

Milestone	Start date	Completion date
Foxdenton Hall – Commissioning	01.04.27	31.03.29
CCTV – Commissioning	01.04.29	31.03.29
Youth Provision – Commissioning	01.04.27	31.03.30
Cultural Identity – Commissioning	01.04.27	31.03.30
Middleton Road - Commissioning	01.04.27	31.03.30

**Project procurement:**

Milestone	Start date	Completion date
Foxdenton Hall – Procurement	01.04.27	31.03.28
CCTV – Procurement	01.01.29	31.03.29
Youth Provision – Procurement	01.01.27	31.03.27
Cultural Identify – Procurement	01.01.27	31.03.29
Middleton Road - Procurement	01.01.27	31.03.28

## 6. Fund Management

### RESPONSE

The **Chadderton Neighbourhood Board** has been established as the vehicle to define and deliver the Regeneration Plan and Pride in Place programme for Chadderton on behalf of the town communities. 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 has to date involved bringing the Neighbourhood Board together to generate project ideas and confirm consensus over a **long list of projects**, based on consultations held with the community. The long-list of projects has been supplemented by new project ideas identified during the public consultation process.

From the long list, the decision has been taken by the Neighbourhood Board 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.

**Future project selection** is likely to involve each project idea being discussed by the Neighbourhood Board, with testing against critical success factors (CSF) including:

- **CSF1 – Strategic fit:** to what extent does the project address the specific issues identified by the community, and the Pride in Places Programme objectives?
- **CSF2 - Deliverability:** to what extent can the project be delivered within appropriate timeframes, including deliverability within the 10 year Pride in Place timeframes
- **CSF3 – Risk:** are risks acceptable and manageable?
- **CSF4 - Impact:** the Board is committed to delivery projects which will have a long-term positive legacy. Projects that demonstrate the ability to be transformative or respond to an identified clear need will be prioritised.

Following this initial screening the Neighbourhood Board will decide on **business case** needs. 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 may 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.

Where appropriate, external independent appraisal advice may be sought, including testing of compliance with UK Subsidy Control and other legislation.

Following Board approval, the Neighbourhood Board will then determine which of the following two routes is most appropriate to progress the project.

- **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.

As Accountable Body, Oldham Council will ultimately be responsible for making final decisions on Pride in Place delivery to MHCLG requirements, including **managing any conflicts** and taking a final decision on the release of funds. For each project, recommended funding decisions will be shared with the independent chair of the Neighbourhood Board before being presented to the S151 Officer for final sign-off.

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. Each project sponsor will be requested to provide 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 will include mechanisms for escalation of risks and the deployment of appropriate mitigation. 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.

As standard, all documents will be subject to **audit and verification** over the Pride in Place's initiative lifecycle.

#### Accountable body assurance Response

Oldham Council will provide oversight throughout, including awarding funding, making payments to projects, and ensuring projects are delivered effectively and compliantly.

Contracting by Oldham Council will ultimately be critical to ensuring project sponsors deliver on time, to scope and within budget, and contracts will also include clear expectations on ongoing reporting needs by the project promoters, covering performance, delivery progress and project risks.

This will form a key aspect of future oversight by the Neighbourhood Board and Oldham Council throughout.

Governance and monitoring of the Chadderton Investment Plan will also be undertaken as part of Oldham Council's Creating a Better Place Transformation Programme Operations Board. Monitoring of spend, milestones, outcomes and outputs will be reviewed and signed off by project sponsors and relevant senior officers prior to submission.

## 7. Available Resources & Skills

### Skills and Resources - RESPONSE

The Neighbourhood Board brings together significant resources for Chadderton like never before. The Neighbourhood Board has senior representation from a range of political, business and third party interests, with most members of the board being experienced in strategic regeneration and in the delivery and dispersal of capital and revenue funds.

As a unitary authority, Oldham Council also brings significant cross-discipline resources spanning most policy agendas, and the Council also has access to a range of external support as required. This includes for the procurement of legal advice, design and costing, business case development, assurance and more.

The Neighbourhood Board has also taken a strategic decision to utilise some of the capacity funding to appoint a dedicated project officer for Chadderton, who is tasked with driving forward the delivery of the Regeneration Plan post-submission.

### Requests to Gov – RESPONSE (excl. Tick Boxes)

We would value Government support in:

1. Ensuring ongoing opportunities for accessing match funding/Government financing are available to maximising leveraged investment into Chadderton
  2. Enabling opportunities to collaborate and share ideas across Pride in Place towns
  3. Understanding of whether any yearly underspending from other towns can accelerate cash flow spending elsewhere across the programme – i.e. is there opportunity for any accelerated spending
  4. Ensuring a simplified and proportionate approach to monitoring and evaluation
  5. Providing clearer guidance on Governance demands for the Pride in Places programme, including auditing demands and output/spend reporting needs going forward
  6. Understanding on potential support that may be available for project development (i.e. access to agent, design, survey or legal support, for example)
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