

APSE Northern Region Forum: The Many Faces of Regeneration

*Economic and physical regeneration in Oldham and
Greater Manchester*

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Oldham Council

South Shields Town Hall
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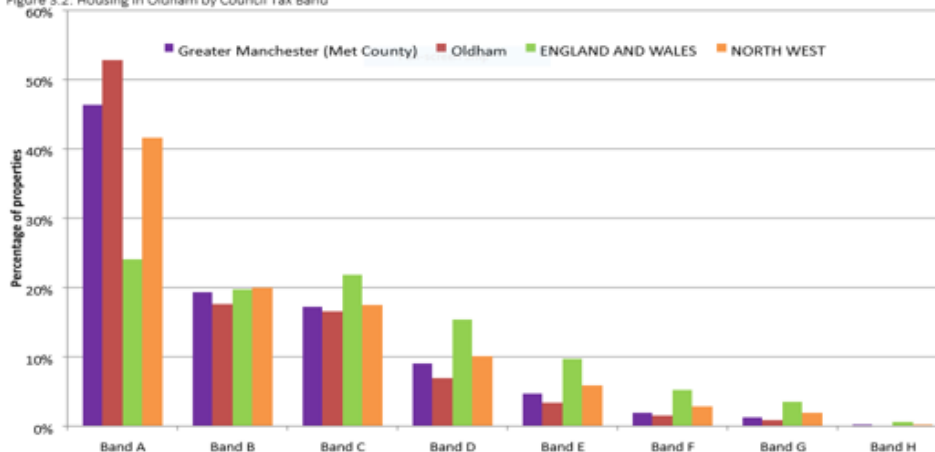


Context and scene setting

1. **Place-shaping**, cohesion and impact of national “trickle down” economic strategy. Does “inclusive growth” provide answers?
2. The **devolution** narrative vs the devolution reality
3. **Challenging regeneration**: physical transformation vs. continuing poor performance on skills
4. National shake-up of skills and employment set to continue – **a marketised system**
5. Determining **Local Government’s place** as a driver of place-based regeneration and renewal

Residential growth challenges

Figure 3.2: Housing in Oldham by Council Tax Band



Source: VOA Council Tax valuation summary 2015

Local Housing Need Source	Dwellings (pa)	Over the plan period (2015 to 2035)	+ 5%	+ 20%	Gap against local housing need	Gap against local housing need + 5%
GM Strategic Housing Market Assessment	780	15,600	16,380	18,720	-1,572	-2,352
Draft GMSF	685	13,700	14,385	16,440	+328	-357
CLG housing need calculations	716	14,320	15,036	17,184	+292	1,008

Town Centre renewal challenges



TALK OF THE TOWN



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Oldham's businesses are working with the council to forge a bright future for the town, but can business optimism be echoed by the investment community as Oldham sets out its stall with its new town centre masterplan?

The public and private sectors can work hand-in-hand to create an exciting new future for Oldham's economy.

That was made clear as Insider's Invest in Oldham breakfast, held at Manchester's iconic, gathered top names in property and regeneration to examine the prospects for the town centre masterplan, and discussed the future for business with key occupants.

The vision is for a new town centre worth an additional £50m per year to the economy. The masterplan includes strong cultural, leisure and residential components.

Panelists offered a convincing case that Oldham is investible for both the public and private sectors. Main Developments had worked in partnership with the public sector on regeneration projects across the North West. Assessing, from experience, whether Oldham's project is investible, Mason's managing director Matt Compton said: "In this market it's tough, but absolutely, I think a lot of the hard work has already been done in terms of the helpdog factor around the place and the assembly of sites for development."

This was echoed by Christian Gilham from Leach Rhodes Walker, which led the design of the masterplan



LEFT TO RIGHT
Tom Stannett, Paul Biddle, Christian Gilham, Matt Compton

The masterplan has been in consultation. Tom Stannett, Oldham Council's director of economy and skills, suggested it represented one of Greater Manchester's biggest and most exciting town-centre opportunities. "That's not a line we've created but what the industry has been saying to us," he said. "The next steps are to mobilise it in the new year."

"We're looking for companies and development partners who are into inclusive growth and redistributive

benefits of an integrated regeneration strategy. We want people to come to the table, and not just to talk about the required value. We want to hold a proper dialogue about how we can use the set of related proposals to better the town's economic future."

Regeneration expert Langston is already investing in Oldham through a joint venture with the council at the area's Holmwood Junction scheme. The first part, the proposed redevelopment of the former Navy cinema site, involves creating a petrol filling station, with a sandwich counter, a bakery and a small retail element in an approximately £2m investment, as part of a recent deal with Euro Garages.

The overall scheme is expected to create about 700 jobs and incorporate a mix of retail, leisure, employment and housing uses. Langston's Paul Biddle discussed how the scheme

would complement the town centre's masterplan proposal. "It started out as an industrial scheme, but we are mixing the uses up. People expect a lot more convenience - they are changing the way they commute, spend leisure time and shop, so we have a good mix. There's like Oldham and other Greater Manchester towns have done well, and got a better identity for themselves."

The breakfast debate's first panel discussion centred on Oldham's wider economy and how this could be grown. Oldham Council's leader Jean Briston outlined the ambition for Oldham as part of a general move toward inclusive growth across Greater Manchester.

"Inclusive growth is an element of my Greater Manchester portfolio," she said. "We need to get people in Greater Manchester and beyond to understand that the old theory that if you have places like South Manchester, bits of Salford and the airport doing well then the impact will trickle down, isn't true."

"Decades have proven it's not true. We need a different set of calculations that factor in socio-economic factors into the decisions we make about how and why we invest."

Dave Benstead is HR director at Cloddes, based in Oldham, and also chairs the area's economy and skills partnership. He claimed that the public sector was proactive in aiding business growth in the area, particularly by addressing skills gaps in the local workforce.

"We set up employability and enterprise hubs in all of our schools," he said. "Ten years ago, we struggled to get schools engaged, whereas now we have every single school involved."

"We have worked really hard for about the past 20 years to put Oldham on the map. It's a great place to be. We have a lot of people now travelling in from Manchester on the train."

Benstead suggested improving social infrastructure and the wider appeal of Oldham meant the area was attracting high-quality staff from further afield. "Semiconductors are a hot industry," he said. "If you're not educating, they have to feel they have the full package. Others will then kids go to school and their families go out at the weekend? It's getting easier to get highly skilled, highly paid people to come to Oldham."

The town is developing its own digital hub, according to Craig Dean, chief executive of Web Applications UK. He discussed initiatives including the Mayor's Open Future, North digital hub in the town centre.

"It's funded by 02, Telefonica, a

purpose-built digital hub right on the high street in Oldham," he said. "It provides training and support to create businesses and get started."

"I have purpose-built an old mill into a really nice, tech-savvy place that people love coming to work. It's cost-effective and, when I'm trading, our customers are from across the world. If they ask where I am from I can say Manchester."

He added that staff often start working for the company living in Fulwood or other areas of Manchester. "They can commute without any problems, then they realise they can live in Oldham for half the price and then they realise they can have a place just up the road in Sackvilleway."



Carolin Wilkins

POSITIVE PROGRESS
Oldham Council's chief executive Carolin Wilkins discussed the town centre masterplan.

HOW WILL THE MASTERPLAN IMPROVE THE LOCAL ECONOMY?
The model for town centres has been transformed, and we've been working hard on how we change the mix. Oldham has literally been heavily reliant on public sector job growth, and we need a blended economy.

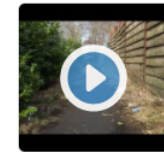
Part of the masterplan is a new public sector hub that's about bringing the public sector together, working in integrated ways.

HOW WILL YOU WORK WITH THE PRIVATE SECTOR?
We are a co-operative council. To meet our ambitions, we need to work with different models and funding models. We've not got everything sorted - we have the frameworks and the land. We want to work quickly, co-design this and co-produce this vision.

 **chronic-oldham**
@ChronicOldham

Follow

Just in case you didn't know and you are gullible enough to fall for Oldham Council's Oldham in bloom BS most of Oldham is a shithole and it's getting worse



Oldham is a shithole
Nothing like a nice spring walk to and from the gym in picturesque Oldham, I was in Cambodia in November a country really struggling with poverty yet it was ...
[youtube.com](https://www.youtube.com)

Skills: qualifications supply vs. demand

Figure 33 - Qualifications of the working age population (16-64) - 2013

	Oldham (%)	GM (%)	North West (%)	England (%)
NVQ 4 and above	20.3	26.6	26.6	29.8
NVQ 3	13.5	14.8	15.3	14.5
NVQ 2	18.1	17.5	18.1	17.1
NVQ 1	16.9	15.5	15.6	15.2
Other qualifications	5.4	5.0	4.3	5.6
No qualifications	22.2	17.5	16.8	14.8

Source: ONS 2011 Census

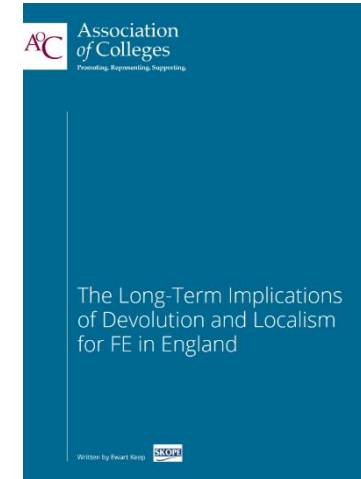
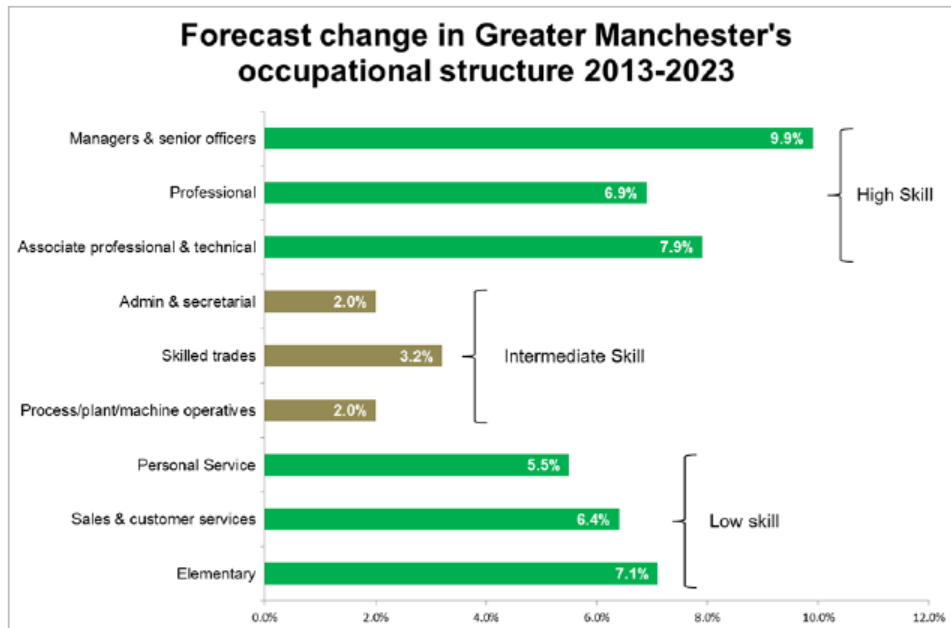


Figure 38 – Forecast changes in GM's Occupational Structures

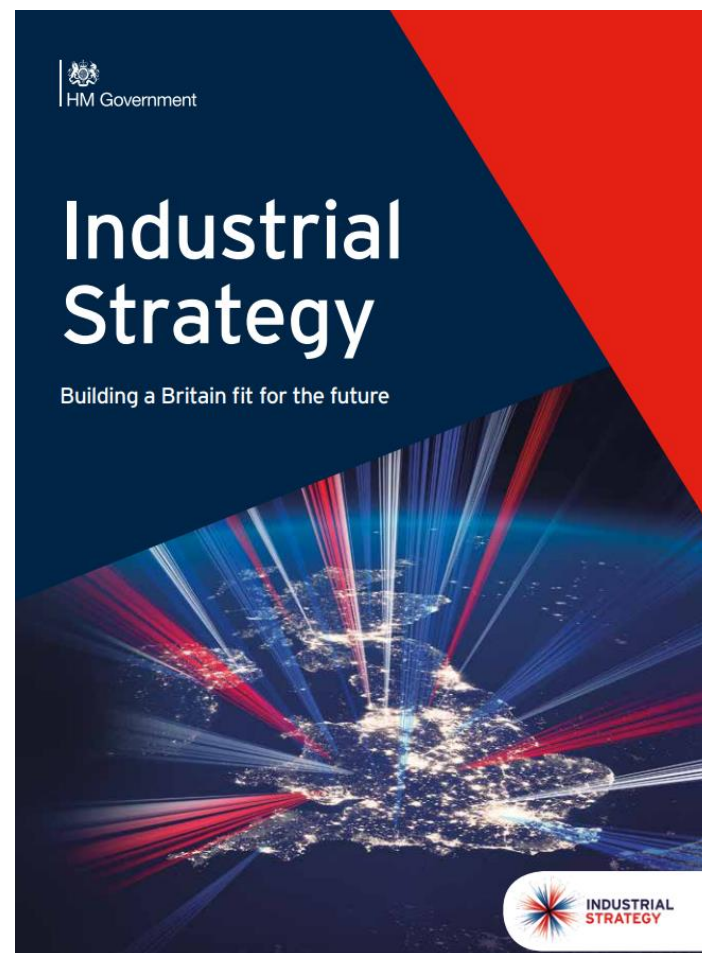


Oxford Economics 2013, Greater Manchester Forecasting Model (GMFM)

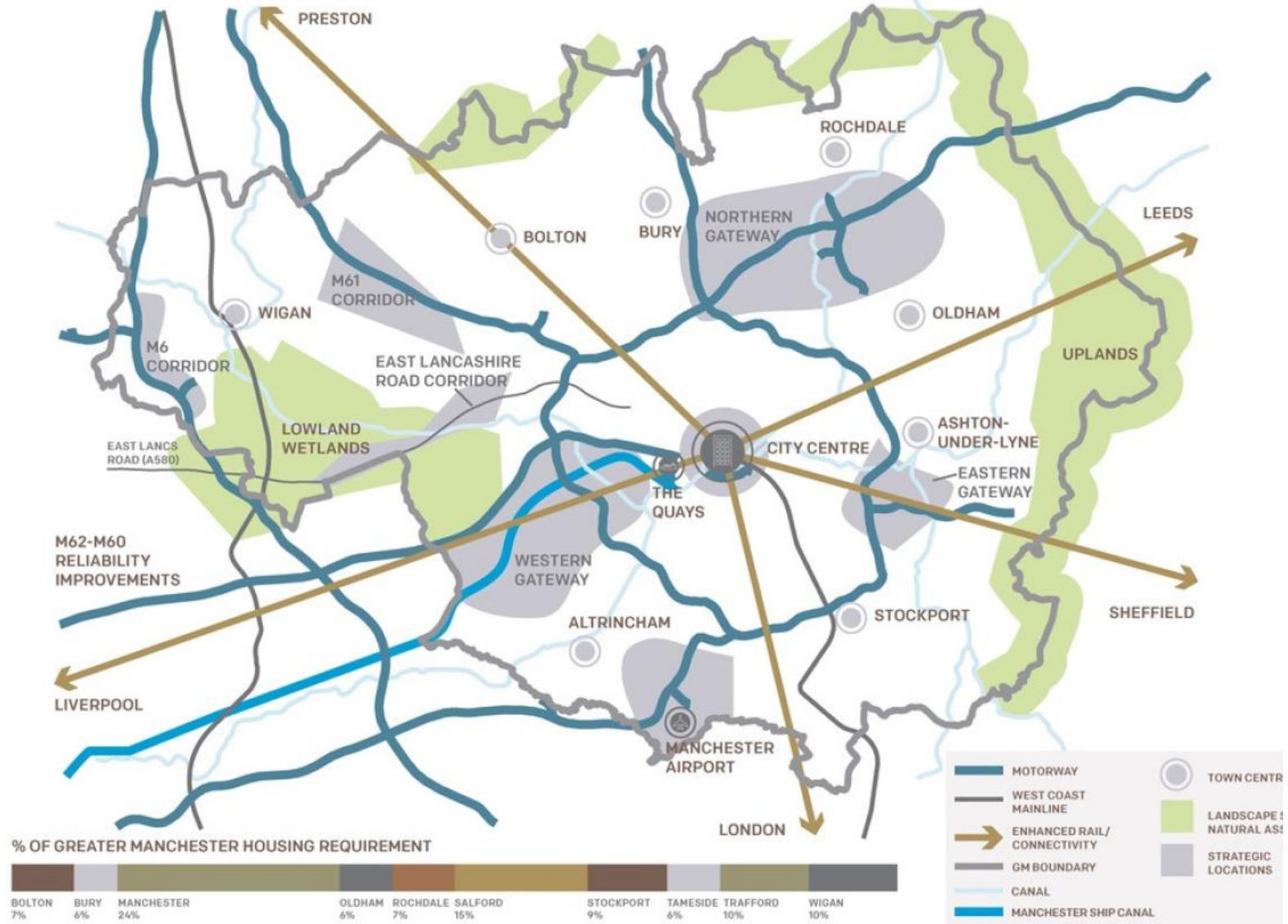


Summary: the inclusive growth challenge

- Historic regeneration strategy has not shifted “inclusive growth” fundamentals in Oldham or across GM
- Industrial Strategy commitments on intervention and inclusive growth – but need move to “what works”
- Priority lobbying points for Oldham:
 1. **Spatial rebalancing of the GM economy:** GMSF (housing and employment allocations to address historic underperformance)
 2. **Challenging orthodox investment model:** loan vs. grant (infrastructure, housing and business growth)
 3. **Place regeneration programme:** focus on town centres, residential growth, employment sites and sectoral mix
 4. **People regeneration programme:** skills, progression and productivity: setting the pace in GM on skills and in-work progression
- Measurement and tracking: an Oldham “inclusive growth” index in 2017 Local Economic Assessment, based on “good GVA” concept



1 & 2: Spatial rebalancing/investment model: GMSF



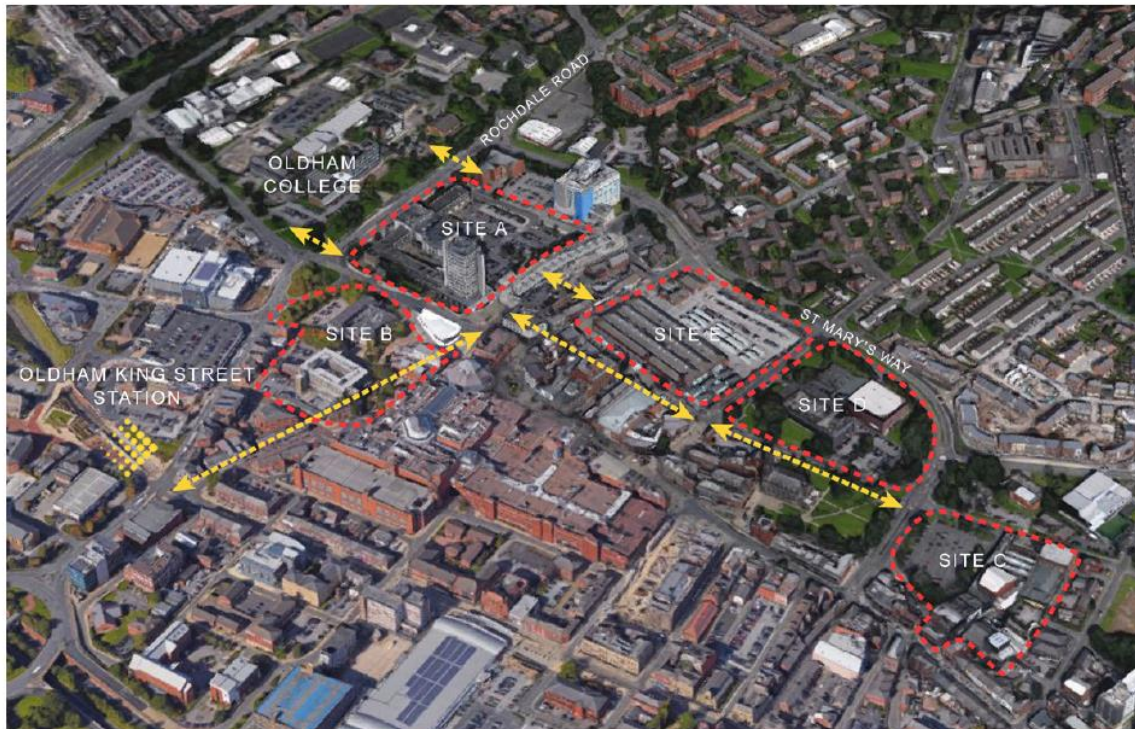
3. Place regeneration and town centres

Oldham

Major town centre development opportunity



Oldham
Council



An exciting town centre redevelopment opportunity of 21 acres, centering on significant areas of publicly owned land



RESIDENTIAL HOTEL RESIDENTIAL OFFICE PUBLIC PLAZZA OFFICE RETAIL & LEISURE RESTAURANTS MARKET HALL MSCP CIVIC HUB OFFICES RESIDENTIAL



The Offer

Oldham Council has commissioned an extensive Masterplan for 21 acres of the town centre.

The Masterplan is an exciting redevelopment proposal centering on significant areas of publicly owned land in the town centre where much of the sites are under-utilised or contain buildings coming to the end of their economic life.

In addition, there are a number of adjacent privately owned sites that could also come forward for development.

The Masterplan aims to build upon the significant investment by the council and other partners in recent years including the Old Town Hall, new leisure centre, and the planned Heritage and Arts Centre and Coliseum Theatre.

The Masterplan proposes a significant redevelopment of the area over a 10 to 15 year period including:

- A new integrated civic centre, which will look to consolidate accommodation with the local authority, police and other public sector partners – 22,400sqm;
- A redeveloped Tommyfield Market with additional retail and leisure space – 7,203sqm;
- New office accommodation and refurbished offices in the current civic tower – 14,351sqm;
- New 120 bed full service hotel;
- 900 new residential units;
- A 600 space multi-storey car park;
- Improved linkages and public realm improvements, including a new public square on the Tommyfield market site.

It is anticipated that an OJEU notice will be triggered in summer 2018 with the selection of a preferred partner in autumn 2019 following a competitive dialogue process.

NB: CGI's are indicative and the final development may differ from shown.

Site A – Residential and refurbished office space



Site E – Market Hall



Site D – Civic Hub



4. People & Skills: a “personalised” system?

The finance table shows the funding available for the 2017-18 financial year and indicative projections for 2018-19 and 2019-20 (actual budgets will be set out in due course).

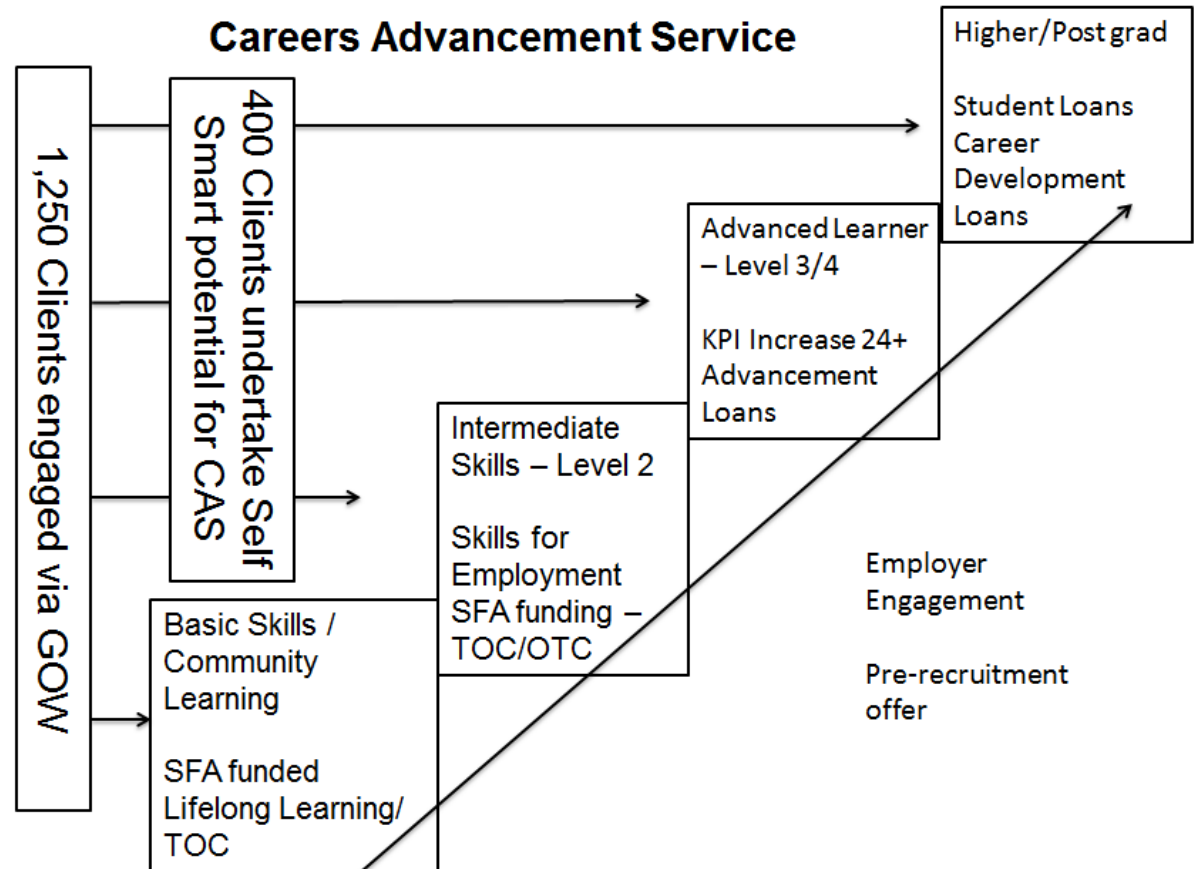
- **Substantial ASB/AEB cuts, pre-“protection”**
- A “new” adult education budget
- Outcomes and qualifications focus
- Apprenticeships budget “doubled” (and ring-fenced) via Levy
- Loans budget grows to £0.5BN and is available to 19+ year olds
- Community learning budget ringfence ended

		Baseline 2016-17 £000's	Funding 2017-18 £000's	Indicative	
				2018-19 £000's	2019-20 £000's
	DfE Core Teaching & Learning				
1	16-18 Apprenticeships	732,000	788,000	849,000	906,000
	19+ Apprenticeships	926,019	1,076,004	1,246,996	1,422,999
2	Adult Education Budget	1,494,000	1,503,000	1,511,000	1,512,000
	TOTAL: Core Teaching & Learning	3,152,019	3,367,004	3,606,996	3,840,999
3	Advanced Learner Loans	260,000	325,000	440,000	480,000
	TOTAL: Teaching & Learning	3,412,019	3,692,004	4,046,996	4,320,999
4	Offender Learning & Skills Service	130,350	130,350	130,350	130,350
	Funding to Support				
5	16-18 Apprenticeships	71,500	66,000	61,000	59,000
	19+ Apprenticeships	79,000	80,000	74,000	62,000
6	Adult Education	311,324	259,921	192,809	177,427
	TOTAL: Funding to Support	461,824	405,921	327,809	298,427
	GRAND TOTAL	4,004,193	4,228,275	4,505,155	4,749,776

- SFA 19+ funding [now incl 16-18 Apps] to 2019/20 (March 2017)

Oldham Career Advancement Service

- In-work progression in the employment support system
- Investment of £250K (Self Smart and x4 qualified Learning Mentors)
- Option to phase over 2 years
- Progression for 400+ GOW residents p/a
- Outcomes: L3/4+ quals and/or job/pay progression
- Focus on age 25-49, and interfaces with GOW and GM's ESF provision



Reality checks and conclusions

1. There is no 'right answer' on skills provision, employment support and funding; pathways into work, and in-work progression, must be seen as equally important
2. Devolution provides some, but not all the answers
3. An investment strategy to help places and the private sector to thrive is critical
4. Building the ingredients for "liveability", and raising market land values, is a patient exercise
5. Accountability: can residents really "touch and feel" your regeneration?

Q&A

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