Delivering Through Change

LGIU Session on 1st July 2026

City of Stoke on Trent Council

Tony McGovern
Director

Local Authorities and Infrastructure Projects

City of Stoke-on-Trent

- Local Authorities are the most significant funder and deliverer of infrastructure for their local area.
- Housing; Transport; Leisure; Education; Waste; Commercial; Energy; Digital; Heritage.
- High risk & high benefit activity.
- Not able to directly control a lot of the risks e.g. macro-economic, war impact, materials.
- Capital projects are high profile with a lot of political and public scrutiny most of the time.

Housing Delivery Pipeline

Number of Homes	Number of Sites
287 homes that have been delivered	2
43 homes in Delivery	1
717 homes in Priority Pipeline	6
1,544 homes via Disposal sites	6
2,266 homes on Challenging Sites	8
Total new Homes = 4,857	Total number of Sites = 23

The Goods Yard (£59m)

City of Stoke-on-Trent

- 174 apartments (10 storey) for rent.
- 30,000 sq. feet new commercial space
- 7 Blue Badge Parking Bays - no other parking
- District Heat Network connection (no gas boilers)
- High quality public realm and dedicated pathway to rail station.
- Practical Completion – May 2025
- £19m Grant and £40m loan by SOTCC.
- £3m above budget; 1.5 months over target time

CAPITAL&CENTRIC
CAPITAL&CENTRIC
SIGNAL BOX

Overall Benefits

City of Stoke-on-Trent

- Revitalising a neglected brownfield site
- Car free development facilitated by proximity to rail station
- Sustainable high density residential development on small footprint
- GVA growth impact
- Rental and land value uplifts
- A new destination in the city for food / beverage / events that also serves rail users and local residents.
- Footfall boost to local retail centre
- Iconic development for the city marrying heritage, rail, regeneration and new commercial opportunities

Chatterley Court – 113 apartments

City of Stoke-on-Trent

Council funded	55+ years supported living apartments.
Completed - February 2025	Equans - contractor.
£19.03m	Tenants are from Council Housing Register and existing tenants who have downsized from council family homes.

City of
Stoke-on-Trent

Proposed Energy from Waste facility (c£400m)

Out to procurement (LGR Impact)

Burslem Indoor Victorian Market

(under construction)

New roof / M&E/ Toilets etc.

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#locallandproud News

FIRST LOOK: Civic leaders were given a tour of work at Burslem Indoor Market. Picture: Pete Stonier

'Exciting' £4m project begins

First look at work on indoor market

Phil Corrigan

Local Democracy Reporter

COUNCIL leaders have welcomed the start of £4 million works to bring an historic but dilapidated market hall back into use.

The vital repairs and improvements at Burslem Indoor Market will see the Grade II listed building become usable for the first time in two decades.

Officials from Stoke-on-Trent City Council, which owns the market hall, visited the venue this week to view the ongoing works, which are expected to take a year to complete.

They say it will be a priority to ensure the building has a long-term future.

Councillor Finlay Gordon-McCusker, cabinet member for transport, infrastructure and regeneration, said: "It's really exciting to see the market hall being repaired and brought back into use, as it's so important to the people of Burslem.

"I'm very confident that once these works have been completed we'll be able to find meaningful uses for the building.

"In terms of the long-term future, that will depend on being able to secure external support, as it's not something that the council can do on its own.

"But it's a priority for the council to find a long-term use for the building that's financially sustainable."

The indoor market dates back to 1879, but has been closed for more than 20 years due to safety concerns, after masonry started falling from the roof.

Following its closure, the building continued to deteriorate, leading to major concerns over its future.

Cabinet members agreed to allocate £3.6 million of capital funds to the works at Burslem Indoor Market earlier this year, adding to the £700,000 of Levelling Up Partnership funding previously secured for the project.

But this came after Historic England withdrew £1 million of funding due to concerns that the works would not start on time and some of the planned spending being 'non-grant compliant'.

The works will include £2.6 million of essential repairs to make the building water tight and structurally sound, with replacement tiles, timbers, glazing and guttering, new safety walkways, and brickwork repairs.

A further £500,000 will be spent on making the market hall capable of holding pop-up markets and similar in the short to medium term, while the council considers the building's long-term future.

This will mean installing a new electricity supply and emergency lighting, floor levelling and fire safety works.

The council says that it has already had a number of expressions of interest from organisations looking to use the venue for entertainment, leisure and hospitality.

It is expected that the works at Burslem Market will be completed by May 2027.

The council has appointed consultants from Next Phase Projects to explore future uses for the

"In terms of the long-term future, that will depend on external support"

Finlay Gordon-McCusker

Next Phase Projects has done similar work in relation to Burslem Market Hall for East Staffordshire Borough Council, as well as other market buildings around the country.

WHAT DO YOU THINK ABOUT THE PLANS? EMAIL LETTERS@THESENTINEL.CO.UK

Watermill Special Needs School (under construction now)

Some Lessons

City of Stoke-on-Trent

- Focus on Benefits to the local community as well as Cost and Risk.
- Get the right professional advisers to work up the project detail –(1 yr min) specifications, planning strategy, procurement route, cost appraisals etc.
- Contingency – construction cost inflation continues to be a major risk and so need to be realistic (min 15% to 25%)
- Soft Market Testing is now essential.
- Critical success factor: secure the right partners with strong track record of delivery (not always the lowest cost bids).
- Pipeline approach on housing > Homes Eng.
- Don’t introduce major changes to project during planning or construction phase.

What could Govt do to help?

City of Stoke-on-Trent

- Capital Simplification – stop ringfencing capital for specific purposes with criteria and allocate capital for infrastructure needs instead.
- Stop adding layers of complexity to the planning system that require more policy tests e.g. BNG, Design standards, multiple overlapping legislation on Local Plans.
- Stop constantly changing the NPPF – 6 versions since 2012.
- Stop adding layers to plan making e.g. new Spatial Development Strategies
- Create STABILITY!!

CONTACT DETAILS

Tony McGovern
Director of Investment and Delivery

E: Tony.McGovern@stoke.gov.uk

M: 07704 673099