

National Productivity Investment Fund for the Local Road Network Application Form



Department
for Transport

The level of information provided should be proportionate to the size and complexity of the project proposed. As a guide, for a small project we would suggest around 10 -15 pages including annexes would be appropriate.

One application form should be completed per project and will constitute a bid.

Applicant Information

Local authority name(s)*: [Oldham Council](#)

**If the bid is for a joint project, please enter the names of all participating local authorities and specify the lead authority.*

Bid Manager Name and position:

[Joanne Betts, Principal Transport and Highways Policy Officer, Planning & Infrastructure](#)

Contact telephone number: [0161 770 4346](#) Email address: joanne.betts@oldham.gov.uk

**Postal address: [Economy, Skills and Neighbourhoods](#)
[Oldham Council](#)
[Room 310](#)
[Civic Centre](#)
[Oldham](#)
[OL1 1UG](#)**

Name and position of officer with day to day responsibility for delivering the proposed project.

[Paul Groves, Principal Engineer, Highways, Unity Partnership](#)

Contact telephone number: [0161 770 1698](#)

Email address: Paul.Groves@unitypartnership.com

**Postal address: [Unity Partnership](#)
[Henshaw House](#)
[Cheapside](#)
[Oldham](#)
[OL1 1NY](#)**

Combined Authorities

If the bid is from an authority within a Combined Authority, please specify the contact, ensure that the Combined Authority has provided a note ranking multiple applications, and append a copy to this bid.

Name and position of Combined Authority Bid Co-ordinator:

Nicola Kane, Head of Strategic Planning and Research, TfGM

Contact telephone number: 0161 244 1246 Email address: Nicola.kane@tfgm.com

**Postal address: TfGM
 2 Piccadilly Place
 Manchester
 M1 3BG**

When authorities submit a bid for funding to the Department, as part of the Government's commitment to greater openness in the public sector under the Freedom of Information Act 2000 and the Environmental Information Regulations 2004, they must also publish a version excluding any commercially sensitive information on their own website within two working days of submitting the final bid to the Department. The Department reserves the right to deem the business case as non-compliant if this is not adhered to.

Please specify the weblink where this bid will be published:

www.oldham.gov.uk/npifbids

www.greatermanchester-ca.gov.uk/npif-bid

SECTION A - Project description and funding profile

A1. Project name: Bloom Street – Oldham Town Centre Western Gateway

A2 : Please enter a brief description of the proposed project (no more than 50 words)

Capacity and safety improvements to the existing highway network, including at key junctions on the north-south corridor through Oldham Town Centre, enabling additional traffic generated by the proposed Bloom Street town centre retail development to be accommodated and improving the site's connectivity for non-motorised and vulnerable road users.

See Appendix A for schedule of project components

A3 : Please provide a short description of area covered by the bid (no more than 50 words)

The Bloom Street strategic regeneration site, located on the western side of Oldham Town Centre, is the focal point of the project. Improvements are proposed along key routes emanating from here, including the north-south A671/A627 and east-west A62/A669, all of which have Key Route Network and Quality Bus Corridor status.

OS Grid Reference:

X = 392151.41 / Y = 405440.87 northern extent (central point of Chadderton Way/Rochdale Road junction)

X = 392427.20 / Y = 403348.14 southern extent (central point of Ashton Road/Primrose Bank junction)

Postcode: **OL9 6EF (72 – 76 Manchester Street)**

Please append a map showing the location (and route) of the project, existing transport infrastructure and other points of particular relevance to the bid, e.g. housing and other development sites, employment areas, air quality management areas, constraints etc.

A map is appended at Appendix B

A4. How much funding are you bidding for? (please tick the relevant box):

Small project bids (requiring DfT funding of between £2m and £5m)

Large project bids (requiring DfT funding of between £5m and £10m)

A5. Has any Equality Analysis been undertaken in line with the Equality Duty?

Yes No

An Equality Impact Assessment (EIA) Stage 1 Initial Screening Exercise has been undertaken on this project in conjunction with the Council's Strategy, Partnerships and Policy Team, whose remit includes Equality and Diversity. The initial screening exercise

has concluded that a full EIA is not required as we anticipate that the overall impact of this project on several of the protected groups, including disabled people, people on low incomes and non-motorised road users, including those with a sensory disability, those in wheelchairs and those with prams and pushchairs, will be positive. We will keep this under review as the detailed design progresses. A copy of the Stage 1 EIA is appended (Appendix C).

A6. If you are planning to work with partnership bodies on this project (such as Development Corporations, National Parks Authorities, private sector bodies and transport operators) please include a short description below of how they will be involved.

Oldham Council will work with Unity Partnership, Transport for Greater Manchester (TfGM) and the Joint Venture Company, Oldham Property LLP, to deliver this project.

- **Unity Partnership will be commissioned to carry out detailed design, procurement and delivery. Unity Partnership is Oldham Council's partner of choice for highway services through a joint venture that has been subject to formal procurement and competition.**
- **TfGM's Urban Traffic Control Unit will be commissioned by Unity Partnership to design the traffic signal elements of the project.**
- **Oldham Property LLP, which owns the Bloom Street site and is a 50/50 Joint Venture between Oldham Council and Brookhouse, will be involved in terms of ensuring that the project outputs meet their development needs.**

A7. Combined Authority (CA) Involvement

Have you appended a letter from the Combined Authority supporting this bid? Yes No

A8. Local Enterprise Partnership (LEP) Involvement and support for housing delivery

Have you appended a letter from the LEP supporting this bid? Yes No

For proposed projects which encourage the delivery of housing, have you appended supporting evidence from the housebuilder/developer?

Yes No N/A

SECTION B – The Business Case

B1: Project Summary

Please select what the project is trying to achieve (select all categories that apply)

Essential

- Ease urban congestion
- Unlock economic growth and job creation opportunities
- Enable the delivery of housing development

Desirable

- Improve Air Quality and /or Reduce CO2 emissions
- Incentivising skills and apprentices

Other(s), Please specify –

- **Enhance the vitality and viability of Oldham Town Centre as a commercial centre by enabling a vacant retail site to be brought back into use. Bloom Street is a key strategic site on a prominent gateway into the town centre and therefore forms a regeneration priority for the Council. There is no alternative site that would accommodate the proposed development.**
- **Reduce barriers to walking and cycling to and within Oldham Town Centre.**
- **Improve the physical accessibility of the transport network for all users.**
- **Encourage modal shift by reducing the number and severity of road traffic collisions in the area, particularly those involving non-motorised and vulnerable road users.**

B2 : Please provide evidence on the following questions (max 100 words for each question):

a) What is the problem that is being addressed?

The need for the existing highway network to accommodate additional traffic generated by bringing a vacant town centre retail site at Bloom Street back into productive economic use and increasing retail consent from 50,000 to 80,000 sqft.

A planning application has been submitted by Oldham Property LLP which maintains the existing Bloom Street access. This proposal will require safety and capacity improvements to the surrounding highway network and connectivity improvements to better link the site to the town centre core, public transport, including Metrolink stops at King Street and Westwood, and nearby residential areas for non-motorised and vulnerable road users.

b) What options have been considered and why have alternatives been rejected?

Option 1: A direct access into the site from the A62 Manchester Street/Oldham Way grade-separated roundabout, which has a tram line running through it. Providing an additional access from here would have significant negative impacts on tram operation and increase congestion. It has also been rejected on safety grounds, given the complex

configuration of the layout. This is the most expensive option and would involve land acquisition.

Option 2: Maintaining and improving the existing access into the site along Bloom Street from Manchester Street to the south is the preferred option with improvements at other junctions adjacent to the site.

- c) What are the expected benefits/outcomes? For example, could include easing urban congestion, job creation, enabling a number of new dwellings, facilitating increased GVA.
- **Easing congestion through intelligent junction design and traffic signal technologies to optimise and enhance the UTC system, with linkages to new CCAG2 SCOOT facilities;**
 - **Bringing 80,000 sqft of retail space into use (50,000 vacant and 30,000 new);**
 - **Supporting delivery of up to 442 permanent jobs;**
 - **Facilitating increased GVA;**
 - **Improving air quality;**
 - **Improving connectivity for pedestrians and cyclists and linking to new CCAG2 facilities;**
 - **Structurally enhancing King Street cycle/footbridge to prevent closure and improve its amenity value;**
 - **Upgrading the existing network, making it safer and more accessible for non-motorised and vulnerable road users.**
- d) Are there any related activities that the success of this project relies upon? For example, land acquisition, other transport interventions requiring separate funding or consents?

This NPIF project is not reliant on any related activities. It will be delivered entirely within existing highway boundaries and is Permitted Development under the Highways Act 1980. It is therefore not dependent on the determination of the planning application Oldham Property LLP has submitted to increase the existing consent from 50,000 to 80,000 sqft maintaining the existing Bloom Street access, which is expected to be determined in July 2017. Oldham Property LLP has secured all the land needed for the retail development to go ahead.

- e) What will happen if funding for this project is not secured - would an alternative (lower cost) solution be implemented (if yes, please describe this alternative and how it differs from the proposed project)?

If funding is not secured through this bid, alternative funding would need to be sourced by Oldham Property LLP for a £300,000 do-minimum scheme to alter the layout of the Bloom Street/Manchester Street access to simply allow the development to proceed and be serviced. This reduced level of investment would not be sufficient to realise the level of benefits that this proposed NPIF scheme would deliver.

- f) What is the impact of the project – and any associated mitigation works – on any statutory environmental constraints? For example, Local Air Quality Management Zones.

The project does not impact on any statutory environmental constraints. It will be delivered entirely within existing highway boundaries and is therefore Permitted Development under the Highways Act 1980. Some elements are on roads where an Air Quality Management Area has been declared for nitrogen dioxide but the project is expected to have a positive impact on air quality and CO₂ due to the sustainable town centre location of the development and the nature of the improvements proposed - see B6iii) for further details.

B3 : Please complete the following table. **Figures should be entered in £000s**
(i.e. £10,000 = 10).

Table A: Funding profile (Nominal terms)

£000s	2018-19	2019-20	Total
DfT funding sought	600	1,745	2,345
Local Authority contribution	0	1,005	1,005
Third Party contribution	0	0	0
TOTAL	600	2,750	3,350

Notes:

- 1) Department for Transport funding must not go beyond 2019-20 financial year.
- 2) Bidders are asked to consider making a local contribution to the total cost. It is indicated that this might be around 30%, although this is not mandatory.

B4 : Local Contribution & Third Party Funding : Please provide information on the following questions (max 100 words on items a and b):

- a) Provide an outline of all non-DfT funding contributions to the project costs, the level of commitment, and when the contributions will become available.

Oldham Council will contribute 30% towards project costs as approved by the Council's Capital Investment Programme Board, which includes Council Leader, Deputy Leader and S151 Officer. Funding availability will be in accordance with the Table A funding profile above.

- b) List any other funding applications you have made for this project or variants thereof and the outcome of these applications, including any reasons for rejection.

This project is an unfunded element of the Greater Manchester Growth Deal 3 (GMDG3) Scheme Oldham Town Centre Regeneration and Connectivity. The GMDG3 allocation was significantly lower than the bid and as such, the Oldham Town Centre scheme received only £6 million of the £25 million sought. The unfunded elements are an agreed Greater Manchester Combined Authority priority for NPIF.

B5 Economic Case

This section should set out the range of impacts – both beneficial and adverse – of the project. The scope of information requested (and in the supporting annexes) will vary, including according to whether the application is for a small or large project.

A) Requirements for small project bids (i.e. DfT contribution of less than £5m)

- a) Please provide a description of your assessment of the impact of the project to include:
- Significant positive and negative impacts (quantified where possible) including in relation to air quality and CO₂ emissions.

This project has no significant negative impacts. The more significant positive impacts are detailed below while the appended Appraisal Summary Table considers all the environmental, economic and social impacts of the scheme.

Congestion

The project will have a positive impact on congestion and journey time reliability, especially during commuter periods, as it will:

- Deliver capacity improvements to the existing highway network, including at key junctions on the north-south A671/A627 corridor through Oldham Town Centre, which is part of the Key Route Network and a Quality Bus Corridor, enabling additional traffic generated by the proposed Bloom Street town centre retail development to be accommodated without it having a detrimental impact on existing road users in terms of increasing congestion, queueing, delay and reducing journey time reliability. The project will ensure that congestion does not become a limiting factor for the development. The degree of reduction in congestion will be quantified by traffic surveys and signal modelling as part of the detailed design process.
- The project will use intelligent junction design and linked traffic signal technologies, including the introduction of SCOOT traffic signal technology, to link signals and optimise traffic flow and capacity at existing junctions adjacent to the site, including linkages to new CCAG2 SCOOT installations. Existing junctions will operate more efficiently and reduce vehicle idling and accelerations/decelerations.
- Improve existing and provide new pedestrian and cyclist facilities, including improved connectivity from residential areas to the west and east and to the core of the town centre and public transport nodes to the north and west, which will encourage more active travel and modal shift to public transport.

Economic growth and job creation opportunities

Bloom Street is a key strategic site on a prominent gateway into the town centre and therefore forms a regeneration priority for the Council, the development of which will enhance the vitality and viability of Oldham Town Centre as a commercial centre. The project will have positive labour market impacts and increase GVA in the area by:

- Enabling 50,000 sqft of vacant retail space to be brought back into use along with a further 30,000 sqft of additional new retail space, thereby creating up to 442 permanent jobs. The increase in employment positions at the Bloom Street site is estimated to increase the earnings in the local economy by approximately £4 million per annum when compared with the existing situation. The increase in earnings is likely to have associated benefits for the local economy through increased spending power of residents, which in turn will help to support other local businesses.
- Promoting increased spending in Oldham Town Centre by increasing consumer choice and attracting more customers to the town centre which will boost its economic performance.

Air quality and CO₂ emissions

The project is expected to have a positive impact on air quality and greenhouse gas emissions as its delivery will:

- Ease urban congestion by improving existing junctions through intelligent junction design and traffic signal technologies, including the introduction of SCOOT traffic signal technology to link signals and optimise traffic flow and capacity. Existing junctions will operate more efficiently and reduce vehicle idling and accelerations/decelerations.
- Increase the retail offer in a sustainable town centre location close to public transport nodes, including Oldham Bus Station and Metrolink stops on Middleton Road and at King Street.
- Incorporate pedestrian and cyclist crossing facilities and improve pedestrian and cyclist connections, including links to our recently completed £1.2 million CCAG2 Campus Oldham and Union Street West cycle/footbridge schemes, to create safer and more convenient conditions to encourage more active travel. (Union Street West cycle/footbridge is the sister bridge to the King Street cycle/footbridge component of this scheme and both provide direct routes into the town across Oldham Way at key access points).

Social value benefits, including incentivising skills and apprentices

The project will provide local supply chain opportunities and apprentice/training opportunities and will create temporary construction jobs through the works contract.

Severance

The project will address the severance effects of the Oldham Way town centre dual carriageway bypass that was built in the 1970s and acts a barrier between the town centre to the north and residential areas to the south and west, particularly for pedestrians and cyclists, by improving cycle and pedestrian routes into the town centre from the southbound A627 Ashton Road/King Street direction across Oldham Way. The element of the project which will structurally enhance the King Street cycle/footbridge across the Oldham Way bypass is particularly important in terms of not increasing the severance effect of Oldham Way as this bridge is reaching the end of its design life and is at imminent risk of being closed on health and safety grounds. There is no alternative direct access across Oldham Way in the vicinity for pedestrians and cyclists, who would otherwise have to use lengthy diversion routes to access the town centre.

Equality impacts

The project will have a positive impact on several of the protected groups, including disabled people, people on low incomes and non-motorised road users, including those with a sensory disability, those in wheelchairs and those with prams and pushchairs. Connectivity improvements will better link the site to the town centre core, public transport, including Metrolink stops at King Street and Middleton Road, and nearby residential areas for non-motorised and vulnerable road users while the highway improvements will be designed in accordance with the relevant guidance in the Design Manual for Roads and Bridges and in compliance with all DDA standards. Where

improvements are proposed to controlled signalised crossings, the crossings will be to current standards and will include tactile signals for the visually impaired.

Modal shift

The project will have a positive impact on modal shift as it will:

- Reduce barriers to walking and cycling to and within Oldham Town Centre;
- Reduce the number and severity of road traffic collisions in the area, particularly those involving vulnerable road users;
- Provide several new Toucan crossing installations including at Rochdale Road/Chadderton Way and Rochdale Road/St Mary's Way junctions and a new crossing on Middleton Road west of Booth Street;
- Provide a new cycle track on Ashton Road from Primrose Bank to King Street roundabout and the pedestrian/cycle bridge over the bypass;
- Improve access to public transport, including Metrolink and bus.

Safety and security

The project includes a number of measures aimed at upgrading the existing network and improving safety, particularly for vulnerable and non-motorised road users. Some elements of the project will be focussed at reducing the number and severity of road traffic collisions in the area, which in turn will encourage modal shift. A number of junctions included in the project and have a history of road traffic injury collisions and will benefit from road safety intervention measures. It is anticipated that at least 7 injury collisions in three years (2.3 per year) can be saved with these proposals, the value of these predicted savings being £178,500 per year. The nature of the road safety interventions has been identified using the most recent 3-year injury collision data supplied by the Greater Manchester Casualty Reduction Partnership.

The safety of motorists will be improved through the introduction of measures such as right turn lanes at the St Mary's Way/Lord Street junction and safety improvements where the Oldham Way off-slip meets Middleton Road.

Pedestrian and cyclist routes will be designed in such a way that they provide a sense of safety and security for people moving between adjacent residential areas, the site and the town centre core. Increased activity in the area will also improve natural security and surveillance in the area.

Landscape

The project will improve the appearance of the area in particular by providing public realm in the form of high quality pedestrian and cycle routes which will be in keeping with the high quality streetscape that has been created through recent Cycle City Ambition Grant Fund and Growth Deal investment which has supported Oldham Town Centre regeneration and connectivity improvements.

Natural environment

The project will support the development of previously developed land in a central urban location and so limits the impact on the natural environment. The site has little ecological value.

Physical activity

The project will have a positive impact on physical activity and health as it will provide new and enhance existing pedestrian and cyclist facilities, particularly links between residential areas to the west and south and Oldham Town Centre, and will reduce barriers to cycling and walking to and within the town centre. New cycle routes will be connected to the existing Oldham Cycle Network, including to new facilities recently installed through the CCAG2 programme. This will encourage the use of active travel modes, particularly for short journeys.

Affordability

The project includes a number of walking and cycling measures that will effectively provide free access to the town centre and employment areas for residents in some of Oldham's poorer residential communities to the south and west of the Bloom Street development site.

- A description of the key risks and uncertainties;

The top three key risks and uncertainties associated with this project relate to:

- The presence of public utility equipment. The proposals to introduce new (or improve existing) UTC systems will require the excavation of areas of footway and carriageway where public utility equipment may be present. To mitigate this risk we will follow an established utility diversion process (obtain records, use in preparing outline design, minimise impact in design, early engagement of utility companies and provision of ground radar or trial holes where applicable).
- The risk that insufficient time is allowed for carrying out any necessary utility diversions. To mitigate this risk we will prepare a robust project plan and establish monitoring meetings specifically in respect of utility diversions to maintain and measure progress at all stages including planning, design, ordering and implementation.
- The risk that the new access junction design will require additional measures to be included that are too costly or require excessive time to deliver. We will mitigate this risk through early development of the outline design required to enable traffic modelling and assessment of the junction proposal and to identify the extent of the measures required.

All risks have been identified and are included in the appended Quantified Risk Assessment at Appendix J. The table below lists the top three risks with the highest post-mitigation risk factor (excluding the risk of the grant contribution not being received) as described above. Mitigation measures for all risks are detailed in the Quantified Risk Assessment.

Description	Consequence	Probability after mitigation	Impact after mitigation	Rating after mitigation
Unforeseen utility works required	Delay to scheme and additional costs	3	3	9
Failure to allow sufficient time for utility diversions	Scheme delayed and additional costs	2	4	8
Additional measures required as part of new junction design are too costly/require excessive time to deliver	Cost over run and delay to programme	2	4	8

- If any modelling has been used to forecast the impact of the project please set out the methods used to determine that it is fit for purpose

The impact of the proposals has been assessed using a cordoned model of the Oldham area from the Greater Manchester Saturn Model (GMSM). The modelling work undertaken has been carried out in line with Wehtag best practice, though in view of the size of the bid, the appraisal has been carried out with a ‘light touch’ and is proportionate. The GMSM was cordoned to an appropriate area of influence to allow shorter run times for scheme testing and to improve the network convergence to reduce the impacts of assignment noise on the appraisal results. A note summarising the approach is appended at Appendix E.

* Small projects bids are not required to produce a Benefit Cost Ratio (BCR) but may want to include this here if available.

b) Small project bidders should provide the following in annexes as supporting material:

- Has a **Project Impacts Pro Forma** been appended? Yes No N/A
- Has a description of data sources / forecasts been appended? Yes No N/A
- Has an **Appraisal Summary Table** been appended? Yes No N/A

See Appendix D – Project Impacts Pro Forma
 See Appendix E – Description of data sources/forecasts
 See Appendix F - Appraisal Summary Table

Other material supporting your assessment of the project described in this section should be appended to the bid.

See Planning Statement for the former Sainsbury’s Development, Bloom Street, Oldham at Appendix G. Additional supporting documentation that accompanied the application can be found at the following link if required, including the Transport Assessment, Design and Access Statement and Air Quality Assessment:

** This list is not necessarily exhaustive and it is the responsibility of bidders to provide sufficient information to demonstrate the analysis supporting the economic case is fit-for-purpose.*

B) Additional requirements for large project bids (i.e. DfT contribution of more than £5m)

c) Please provide a short description (max 500 words) of your assessment of the value for money of the project including your estimate of the Benefit Cost Ratio (BCR) to include:

- Significant monetised and non-monetised costs and benefits
- Description of the key risks and uncertainties and the impact these have on the BCR;
- Key assumptions including: appraisal period, forecast years, optimism bias applied; and
- Description of the modelling approach used to forecast the impact of the project and the checks that have been undertaken to determine that it is fit-for-purpose.

d) Additionally detailed evidence supporting your assessment, including the completed [Appraisal Summary Table](#), should be attached as annexes to this bid. **A checklist of material to be submitted in support of large project bids has been provided.**

Has an Appraisal Summary Table been appended? Yes No N/A

- Please append any additional supporting information (as set out in the Checklist).

**It is the responsibility of bidders to provide sufficient information for DfT to undertake a full review of the analysis.*

B6 Economic Case: For all bids the following questions relating to **desirable criteria** should be answered.

Please describe the air quality situation in the area where the project will be implemented by answering the three questions below.

i) Has Defra's national air quality assessment, as reported to the EU Commission, identified and/or projected an exceedance in the area where the project will be implemented?

Yes No

ii) Is there one or more Air Quality Management Areas (AQMAs) in the area where the project will be implemented? AQMAs must have been declared on or before the 31 March 2017

Yes No

iii) What is the project's impact on local air quality?

Positive Neutral Negative

- Please supply further details:

An Air Quality Management Area (AQMA) has been declared for Greater Manchester which covers major roads for emissions of nitrogen dioxide, including key routes around the development, including Oldham Way to the south, Manchester Street to the east and the north-south A671/A627. However, the Greater Manchester local authorities, including Oldham Council, have taken a more precautionary approach to air quality management and have used a limit of 35 ug/m³ to define this AQMA, rather than the national 40 ug/m³ limit, which means the AQMA covers a wider area than is statutorily required.

The planning application for the Bloom Street development has been accompanied by an Air Quality Assessment which concludes that the impact of the proposed development on air quality does not raise any issues of significance, partly due to the site being in the town centre and being highly accessible by sustainable modes.

This NPIF project, which will support delivery of the Bloom Street development, is expected to have a positive impact on air quality as its delivery will:

- **Ease urban congestion by improving existing junctions through intelligent junction design and traffic signal technologies, including the introduction of SCOOT traffic signal technology, to link signals and optimise traffic flow and capacity.**
- **Increase the retail offer in a sustainable town centre location close to public transport nodes, including Oldham Bus Station and Metrolink stops on Middleton Road (the Westwood Metrolink Stop) and at King Street.**
- **Incorporate pedestrian and cyclist crossing facilities and improve pedestrian and cyclist connections, including links to our recently completed £1.2 million CCAG2 Campus Oldham and Union Street West cycle/footbridge schemes, to create safer and more convenient conditions to encourage more active travel. (Union Street West cycle/footbridge is the sister bridge to the King Street cycle/footbridge component of this scheme and both provide direct routes into the town across Oldham Way at key access points).**

iv) Does the project promoter incentivise skills development through its supply chain?

Yes No N/A

- Please supply further details:

The Council's procurement process, which Unity Partnership are required to follow, takes into account not only the cost of each contract, but it also encompasses a broader evaluation of the value of each contract, including the wider social, economic and environmental outcomes each contract can deliver. We have developed a Social Value Procurement Framework to ensure that social, economic and environmental outcomes are systematically incorporated into procurement practices so that we can achieve greater impact from each and every contract. A copy of the Framework is appended at Appendix H. In our Invitation to Tender document we would ask the following question:

- *What would your approach be to delivering local economic benefit for Oldham, in terms of local supply chain and apprentice/training opportunities? Your response to this question should give an estimate of percentage spend in the Oldham supply chain that is achievable and the number of apprentice/training/new job opportunities that could be created if you were successful.*

We would monitor all the successful bidder's social value commitments through the contract.

B7. Management Case - Delivery (Essential)

Deliverability is one of the essential criteria for this Fund and as such any bid should set out, with a limit of 100 words for each of a) to b), any necessary statutory procedures that are needed before it can be constructed.

a) A project plan (typically summarised in Gantt chart form) with milestones should be included, covering the period from submission of the bid to project completion.

Has a project plan been appended to your bid? Yes No

See Appendix I

The only statutory procedures required for project construction to commence are Temporary Traffic Regulation Orders as detailed below and in Section B8b).

Statutory Powers / Consents	Detail	Proposed process start date	Anticipated duration	Comments
Temporary Traffic Regulations Orders	Temporary Closure and Diversion of Highways	April 2018	3 week application period	The processing of Temporary Traffic Regulation Orders to facilitate highway construction

b) If delivery of the project is dependent on land acquisition, please include a letter from the respective land owner(s) to demonstrate that arrangements are in place to secure the land to enable the authority to meet its construction milestones.

Has a letter relating to land acquisition been appended? Yes No N/A

c) Please provide in Table C summary details of your construction milestones (at least one but no more than 6) between start and completion of works:

Table C: Construction milestones

	Estimated Date
Start of works	October 2018
1. Reopening of King Street footbridge	November 2018
2. Completion of junction improvements at Primrose Bank / Ashton Road including cycle track link to King Street footbridge	October 2019
3. Completion of Rochdale Road junction improvements	December 2019
4. Completion of the Middleton Road corridor improvements	March 2020
5. Completion of St Mary's Way junction improvements	March 2020
6. Completion of the Bloom Street access improvements	March 2020
Completion of works (if different)	End March 2020

d) Please list any major transport projects costing over £5m in the last 5 years which the authority has delivered, including details of whether these were completed to time and budget (and if not, whether there were any mitigating circumstances)

Through its Unity Partnership arrangement, Oldham Council delivered the Highways Improvement Programme (HIP), a £10 million highway maintenance programme that was delivered over a 4-year period and completed on time and to budget in 2016.

The Council is also making good progress in delivering the £4 million A62 Key Route Network Maintenance Challenge Fund Round 1 Scheme and is on target to complete this on time and to budget. Again, delivery is in partnership with Unity.

Oldham Council has also delivered significant highway and public realm improvements in Oldham Town Centre as part of its wider regeneration programme, including as part of a £41 million flagship regeneration scheme which saw the Grade II listed Old Town Hall reopen as a stunning new cinema and restaurant complex in October 2016. The highway and public realm element of this award winning scheme benefitted from a Growth Deal

grant contribution of £2.5 million, the remainder of the highways cost being met by Oldham Council. The scheme was completed on time and to budget.

B8. Management Case – Statutory Powers and Consents (Essential)

a) Please list if applicable, each power / consent etc. already obtained, details of date acquired, challenge period (if applicable), date of expiry of powers and conditions attached to them. Any key dates should be referenced in your project plan.

No Statutory Powers and Consents have been obtained.

b) Please list if applicable any outstanding statutory powers / consents etc. including the timetable for obtaining them.

The only statutory powers and consents needed for this scheme are Temporary Traffic Regulations Orders as shown in the table below.

Statutory Powers / Consents	Detail	Proposed process start date	Anticipated duration	Comments
Temporary Traffic Regulations Orders	Temporary Closure and Diversion of Highways	April 2018	3 week application period	The processing of Temporary Traffic Regulation Orders to facilitate highway construction

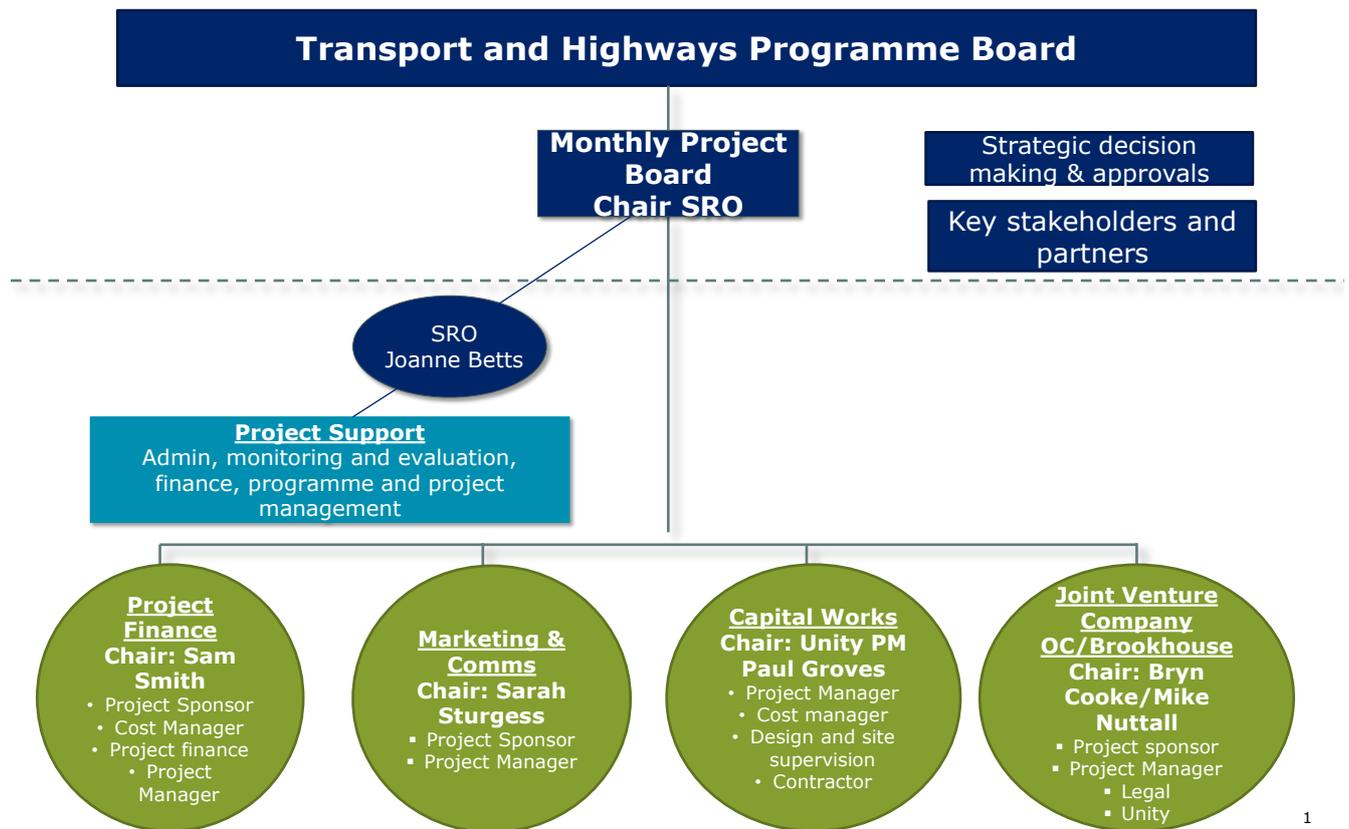
B9. Management Case – Governance (Essential)

Please name those who will be responsible for delivering the project, their roles (Project Manager, SRO etc.) and responsibilities, and how key decisions are/will be made. An organogram may be useful here.

The project will have its own Project Board, which will report to the Transport and Highways Programme Board (THPB), which in turn will report to the Council’s Capital Investment Programme Board comprising key Cabinet Members and Executive Directors. The Core Project Team, which sits beneath the Project Board, would be supported by administrative, finance and project management officers. Should the bid be successful, individuals will be appointed and become accountable for the responsibilities associated with their role. Key partners, including TfGM and Oldham Property LLP, and key stakeholders will be engaged as and when required.

The Governance structure for the Bloom Street Western Gateway project is shown in the diagram below.

Bloom Street – Project Governance Structure



Key roles and responsibilities are as follows:

The Project Board will:

- Approve business cases, programmes and other major aspects of project management.
- Approve completion of project stages.
- Ensure adequate project resources are provided.
- Approve major changes.
- Report to the Transport and Highways Programme Board.
- Monitor major risks.
- Have responsibility for stakeholder management and communications, including implementing, monitoring and updating the Stakeholder Engagement Plan.
- Have overall financial control of the project.
- Have responsibility for monitoring and evaluating project outcomes and benefits.

The Senior Responsible Officer will:

- Have executive responsibility for the project.
- Chair the Project Board.
- Own the business case and ensure that the project remains technically and financially viable and compliant with the Authority's corporate standards and strategic plans.
- Provide leadership and direction to the project.
- Have overall responsibility for approvals and decisions within authorised tolerances.

The Unity Project Manager will:

- **Run the project on a day to day basis on behalf of the Council.**
- **Deliver the project within the required constraints of quality, cost, time, and risk.**
- **Deliver a project that is capable of achieving the benefits defined in the project bid.**
- **Manage the drawdown of professional fees.**
- **Coordinate the production of highlight, exception and end stage reports.**
- **Chair Project Team meetings.**
- **Provide regular reports to the client on progress and attend meetings with the Project Board as required, making recommendations for sign-off of design stages/project documents and requesting any significant variations.**
- **Monitor the performance of contractors against their appointment criteria.**
- **Administer the contract under the terms of the contract (assumes that the Project Manager is the Contract Administrator for the Project).**
- **Chair site progress meetings.**

B10. Management Case - Risk Management (Essential)

All projects will be expected to undertake a Quantified Risk Assessment (QRA) and a risk register should be included. Both should be proportionate to the nature and complexity of the project. A Risk Management Strategy should be developed that outlines how risks will be managed.

Please ensure that in the risk / QRA cost that you have not included any risks associated with ongoing operational costs and have used the P50 value.

Has a QRA been appended to your bid? Yes No

See Appendix J

Has a Risk Management Strategy been appended to your bid? Yes No

See Appendix K

Please provide evidence on the following points (where applicable) with a limit of 50 words for each:

a) What risk allowance has been applied to the project cost?

A risk allowance of £339,680 (10.1% of total project cost) has been included. This figure is derived from the Quantified Risk Assessment at Appendix J and reflects the calculated value of risk post-mitigation. The QRA will be reviewed on a regular basis to track risk against allocated budget.

b) How will cost overruns be dealt with?

We will seek to mitigate any cost increases at procurement stage and absorb any overruns within the contingency. Costs will be monitored and any increases mitigated as part of the project’s ongoing financial governance/risk management. Ultimately, any cost overruns above the contingency would be the responsibility of Oldham Council.

c) What are the main risks to project timescales and what impact this will have on cost?

The main risks to timescales are detailed below.

Risk	Delay (weeks)	Risk cost £000s
Insufficient time allowed for utility diversions	5.1	3.2
Unforeseen utility works required	4.3	18.0
Additional measures required for new junction design are too expensive/time consuming to deliver	3.8	32.0
Failure to identify utility diversions	3.8	18.0

B11. Management Case - Stakeholder Management (Essential)

The bid should demonstrate that the key stakeholders and their interests have been identified and considered as appropriate. These could include other local authorities, the Highways England, statutory consultees, landowners, transport operators, local residents, utilities

companies etc. This is particularly important in respect of any bids related to structures that may require support of Network Rail and, possibly, train operating company(ies).

- a) Please provide a summary in no more than 100 words of your strategy for managing stakeholders, with details of the key stakeholders together with a brief analysis of their influences and interests.

Our strategy for managing stakeholders will be to inform, consult and communicate with residents, businesses and other stakeholders about the project, disseminating appropriate and timely information to each stakeholder group. Key stakeholders, their roles and interests have already been identified, along with the proposed method and frequency with which they will be engaged, as set out in the attached Stakeholder Engagement Plan at Appendix L. This Plan will be implemented and monitored through regular Project Board meetings. It will be reviewed and updated throughout the project's duration in order to capture any new stakeholder concerns or stakeholder management strategy efforts.

- b) Can the project be considered as controversial in any way? Yes No
If yes, please provide a brief summary in no more than 100 words

- c) Have there been any external campaigns either supporting or opposing the project?
 Yes No

If yes, please provide a brief summary (in no more than 100 words)

- d) For large projects only please also provide a Stakeholder Analysis and append this to your application.

Has a Stakeholder Analysis been appended? Yes No N/A

- e) For large projects only please provide a Communications Plan with details of the level of engagement required (depending on their interests and influence), and a description of how and by what means they will be engaged with.

Has a Communications Plan been appended? Yes No N/A

B12. Management Case – Local MP support (Desirable)

- e) Does this proposal have the support of the local MP(s);

Name of MP(s) and Constituency

- 1 **Jim McMahon, Oldham West and Royton** Yes No
2 **Debbie Abrahams, Oldham East and Saddleworth** Yes No

Please note that although the project is located predominantly in the Oldham West and Royton Constituency, Oldham East and Saddleworth constituents will also benefit significantly.

MP letters of support are provided at Appendix M (Jim McMahon MP) and Appendix N (Debbie Abrahams MP)

B13. Management Case - Assurance (Essential)

We will require Section 151 Officer confirmation (Section D) that adequate assurance systems are in place.

Additionally, for large projects please provide evidence of an integrated assurance and approval plan. This should include details of planned health checks or gateway reviews.

N/A **Small project bid**

SECTION C – Monitoring, Evaluation and Benefits Realisation

C2. Please set out, in no more than 100 words, how you plan to measure and report on the benefits of this project, alongside any other outcomes and impacts of the project.

The Project Board will monitor inputs and outputs. Longer term outcomes will be assessed and reported on one-year and five-years after opening, using existing data sources where possible such as:

- **TfGM Annual Transport Statistics Reports for Greater Manchester/Oldham (mode split of town centre trips, Metrolink patronage, traffic volumes, journey times, collisions);**
- **GM Annual Air Quality Monitoring Reports and emissions inventory;**
- **Oldham Business Intelligence Unit reports (unemployment at ward/hotspot level and potentially GVA at local level);**
- **Works contract (construction jobs/social value commitments);**
- **Local Plan Monitoring Report (residential/employment permissions granted/under construction/implemented);**
- **Business rates data (Bloom Street).**

A fuller evaluation for large projects may also be required depending on their size and type.

SECTION D: Declarations

D1. Senior Responsible Owner Declaration	
As Senior Responsible Owner for Bloom Street – Oldham Town Centre Western Gateway I hereby submit this request for approval to DfT on behalf of Oldham Council and confirm that I have the necessary authority to do so.	
I confirm that Oldham Council will have all the necessary statutory powers in place to ensure the planned timescales in the application can be realised.	
Name: Joanne Betts	Signed: <i>Joanne K. Betts</i>
Position: Principal Officer Transport and Highways Policy	

D2. Section 151 Officer Declaration	
As Section 151 Officer for [<i>name of authority</i>] I declare that the project cost estimates quoted in this bid are accurate to the best of my knowledge and that [<i>name of authority</i>]	
<ul style="list-style-type: none"> - has allocated sufficient budget to deliver this project on the basis of its proposed funding contribution - accepts responsibility for meeting any costs over and above the DfT contribution requested, including potential cost overruns and the underwriting of any funding contributions expected from third parties - accepts responsibility for meeting any ongoing revenue requirements in relation to the project - accepts that no further increase in DfT funding will be considered beyond the maximum contribution requested and that no DfT funding will be provided for this bid in 2020/21. - confirms that the authority has the necessary governance / assurance arrangements in place and, for smaller project bids, the authority can provide, if required, evidence of a stakeholder analysis and communications plan in place - confirms that if required a procurement strategy for the project is in place, is legally compliant and is likely to achieve the best value for money outcome 	
Name: Anne Ryans	Signed: <i>A. T. Ryans</i>

HAVE YOU INCLUDED THE FOLLOWING WITH YOUR BID?

Combined Authority multiple bid ranking note (if applicable)	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
Map showing location of the project and its wider context	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
Combined Authority support letter (if applicable)	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
LEP support letter (if applicable)	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
Housebuilder / developer evidence letter (if applicable)	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input checked="" type="checkbox"/> N/A
Land acquisition letter (if applicable)	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input checked="" type="checkbox"/> N/A
Projects impact pro forma (must be a separate MS Excel)	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
Appraisal summary table	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
Project plan/Gantt chart	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A