

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](#)

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.

[Roger Frith, Head of Strategic Regeneration & Development](#)

Contact telephone number: [0161 770 4120](#) Email address: roger.frith@oldham.gov.uk

**Postal address: [Economy, Skills and Neighbourhoods](#)
[Oldham Council](#)
[Level 3 Civic Centre](#)
[West Street](#)
[Oldham](#)
[OL1 1UH](#)**

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: Southlink – Oldham Town Centre Eastern Gateway

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

Delivery of highway infrastructure needed to overcome barriers to developing a 5-hectare land-locked strategic residential site adjacent to Oldham Town Centre, including:

- **new access points from the existing network;**
- **internal link road;**
- **connector roads through the site;**
- **new pedestrian/cyclist facilities, including a bridge across the bypass.**

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)

Southlink is located south of Oldham Town Centre. It is bound by Oldham Way to the north and Woodstock Street and deprived residential areas to the south. Infrastructure will be constructed within the site and connected to the surrounding highway network at key points including Oldham Way and Wellington Street.

OS Grid Reference:

X = 393247.79 / Y = 404945.77 eastern extent (central point of Oldham Way/Prince Street junction)

X = 392856.69 / Y = 404390.00 western extent (central point of Woodstock Street/Park Road junction)

Postcode: **OL4 1DB (existing Southlink Business Park)**

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 Transport for Greater Manchester (TfGM), Unity Partnership and a residential development partner to deliver this project.

- TfGM owns approximately 50% of the site (the old Metrolink track bed), with Oldham Council owning the rest. Oldham Council and TfGM are committed to collaborating with each other to deliver this Southlink phase of the Eastern Gateway Masterplan as they have done on earlier phases of the Masterplan, including the relocation of the Mumps Park and Ride site as part of phase 1. Discussions are already underway between the two parties.
- 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.
- The residential development partner 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

See Appendix D

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 -

- **Secure sustainable economic growth by unlocking a 5 hectare strategic residential site that could deliver a new town centre residential community of 634 new homes at a density of 127 dwellings per hectare in a highly accessible location. There is no allocated site of this size or capacity in Oldham in a more sustainable location.**
- **Improve access to existing vacant land and commercial premises on the Southlink Industrial Estate that currently suffer from poor and convoluted access.**
- **Address the severance effects of the Oldham Way town centre dual carriageway bypass that was built in the 1970s, particularly for pedestrians and cyclists.**
- **Improve the physical accessibility of the transport network including for disabled people, those in wheelchairs and those with prams and pushchairs and non-motorised road 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?

Poor access is preventing Southlink, a 5 hectare strategic regeneration site with capacity for 634 dwellings (127 per hectare), from being developed for high density residential purposes.

Access from the town centre to the north is severed by Oldham Way while the site's topography severs access to the town from some of Oldham's most deprived residential communities and unemployment hotspots to the south. Infrastructure is needed to open the site up and improve linkages between Southlink, the town centre, public transport and adjacent residential areas, including for non-motorised and vulnerable road users, if its development potential is to be realised.

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

The possibility of opening up this strategic development site has arisen only recently following the diversion of the Metrolink line that dissected the site to run instead through

Oldham Town Centre. Consideration of access options to the site formed part of the Eastern Gateway Masterplanning exercise undertaken by BDP in 2014 and the 2015 Southlink Capacity Study. Both studies concluded that the access arrangements presented in this bid are the preferred option and the only viable means of accessing the site given the extent to which it is locked in by high density housing and the Oldham Way dual carriageway.

- 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 urban congestion through intelligent junction design and traffic signal technologies to optimise capacity;**
 - **Unlocking land to create a new town centre residential community of 634 new homes;**
 - **Creating permanent jobs by encouraging the use of vacant land and buildings on the existing Southlink Industrial Estate;**
 - **Connecting deprived residential areas with jobs and public transport;**
 - **Creating temporary construction jobs;**
 - **Facilitating increased GVA;**
 - **Improving air quality;**
 - **Addressing severance effects of Oldham Way, particularly for pedestrians and cyclists;**
 - **Upgrading the existing network, making it safer and more accessible for non-motorised and vulnerable 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?
- **Delivery of the highway infrastructure relies upon securing planning consent for new access points, the internal link road, connector roads and the cycle/footbridge across Oldham Way. However, this is a strategic regeneration priority for Oldham Council and engagement with planning officers has already commenced.**

Following delivery of the NPIF project:

- **Delivery of new homes will require clarification with Network Rail regarding an overage provision they have with TfGM on the TfGM-owned land;**
 - **The sale of the site to a development partner will require formal agreement with TfGM regarding the distribution of the proceeds of the sale.**
- 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 for the delivery of the highway infrastructure, the delivery of the project would have to be delayed until such time as funding is secured from an alternative source. This would mean that the 5 hectare strategic residential site would remain land-locked and its development potential would not be realised as there is no alternative lower cost highway access solution that could be implemented.

- 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.

Any impacts on statutory environmental constraints, either positive or negative, will be identified and mitigated via the planning application, which will include a:

- **Transport assessment;**
- **Flood Risk Assessment;**
- **Air Quality Assessment;**
- **Ground Survey;**
- **Tree Survey;**
- **Ecology Survey.**

Although Oldham Way which borders the site is within an Air Quality Management Area declared for nitrogen dioxide, the project is expected to have a positive impact on air quality due to the highly accessible location of the development site 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	2,100	2,555	4,655
Local Authority contribution	0	*1,995	1,995
Third Party contribution	0	0	0
TOTAL	2,100	4,550	6,650

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.

***See comment in B8b) regarding the potential for an element of the local authority contribution to be brought forward into 2017/18 to fund an advance start in respect of obtaining statutory powers and consents, particularly planning consent, should the grant terms and conditions allow us to do so.**

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 (GMGD3) Scheme *Oldham Town Centre Regeneration and Connectivity*. The GMGD3 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:

- **Ease urban congestion and reduce delays and queueing through intelligent junction design and linked traffic signal technologies such as SCOOT to optimise capacity at existing junctions adjacent to the site including Oldham Way/Prince Street and Park Road/Woodstock Street. The degree of reduction in congestion will be quantified by traffic surveys and signal modelling as part of the detailed design process.**
- **Provide a new link road through the site which will create more direct and shorter vehicle and non-motorised user routes between residential areas to the south of the development and Oldham Town Centre, the Key Route Network, the existing Southlink Industrial Estate and public transport nodes, including the Mumps Metrolink Interchange, to the north. Direct access to the site will be made possible from Oldham Way and Wellington Street to the north and Park Road/Woodstock Street to the south. These new access points will result in some trip redistribution which will relieve congestion at other key junctions and on key links in the surrounding area such as Park Road and its junctions with the western end of Wellington Street and the King Street/Oldham Way roundabout at the western end of the site and Lees Road/Glodwick Road and Glodwick Road/Park Road at the eastern end.**
- **Improve existing and provide new pedestrian and cyclist facilities, which will encourage more active travel and modal shift to public transport.**

Economic growth and job creation opportunities

The project will have positive labour market impacts and increase GVA in the area by:

- **Creating permanent job opportunities through improving access to existing vacant land and commercial premises on the adjacent Southlink Industrial Estate which also suffers from poor and convoluted access. Improving connectivity to this area will help regenerate the industrial estate and increase its contribution to the Oldham economy.**
- **Connecting some of the most deprived areas of the borough and unemployment hotspots with the economic centre of the borough and other local employment areas. Increased employment and incomes will have associated benefits for the local economy through the increased spending power of residents, which in turn will help to support other local businesses.**

Residential development

The project will:

- Unlock land to enable a new town centre residential community of 634 new homes to be built. The Southlink site is a 5 hectare land-locked strategic residential site adjacent to Oldham Town Centre which has the capacity to accommodate a high density 634 dwelling residential development (127 dwellings per hectare).

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:

- Facilitate a new town centre residential community in the form of a high density residential development of 634 properties (127 dwellings per hectare) in a location that is highly accessible by sustainable modes, including by Metrolink as it is adjacent to the Mumps Metrolink Interchange at Princes Gate. There is no allocated site of this size in a more sustainable location that could assist the authority in achieving its housing targets.
- Ease urban congestion by improving existing junctions through intelligent junction design and traffic signal technologies to optimise traffic flow and capacity, including provision of pedestrian and cyclist crossing facilities to create safer and more convenient conditions for active travel. Existing junctions will operate more efficiently and reduce vehicle idling and accelerations/decelerations.
- Create more direct vehicle and non-motorised user routes between residential areas to the south of the development and Oldham Town Centre and public transport nodes to the north, including the Mumps Metrolink Interchange.
- Improve pedestrian and cyclist facilities, including at traffic signal junctions, to encourage more active travel.

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 a number of severance effects including:

- 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 the Southlink site to the south, particularly for pedestrians and cyclists.
- The severance effects caused by the topography of the site itself, which severs access to the town from some of Oldham's most deprived residential communities and unemployment hotspots to the south. The scheme will open the site up and improve linkages between Southlink, the town centre, public transport hubs and adjacent residential areas, including for non-motorised and vulnerable road users.

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 in the following ways:

- Improving the accessibility to the town centre will mean connecting one of our more deprived areas with the economic centre of the borough.
- Supporting regeneration which will increase economic opportunities for some of our more deprived communities and also improve access to social and leisure opportunities, such as the new Odeon Cinema in Oldham Town Centre and the Oldham Heritage and Arts Centre/Oldham Coliseum Theatre project which is currently underway, which will enhance quality of life.

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 which will mean improved accessibility and safety for non-motorised road users including those with a sensory disability, those in wheelchairs and those with prams and pushchairs. 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:

- Remove barriers to walking and cycling to Oldham Town Centre from residential areas to the south of the Southlink site by providing new facilities across the Southlink site which will link to the existing Oldham Cycle Network.
- Reduce the number and severity of road traffic collisions in the area, particularly those involving vulnerable road users, such as at the Park Road/ Woodstock Street accident blackspot.
- Provide new Toucan crossing facilities at new access points to the site.
- Provide a new two-arm cycle/footbridge across Oldham Way to address the severance effects of the bypass.
- Improve access to public transport through more direct links, including to the Mumps bus/Metrolink interchange.

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. More specifically, it will reduce the number of near misses and injury collisions occurring at the Park Road/Woodstock Street/Kings Road junction, an accident blackspot. It is estimated that at least two injury collisions will be saved at this location over a three year period (0.66 injury collisions per year representing an annual Value of Prevention of £46,000). 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 project will also improve personal safety and security as the area around the site currently suffers from issues of security and surveillance due to a lack of activity, poor lighting and inhospitable areas, including the existing underpass and the footbridge which will be replaced by a new two-arm bridge.

Landscape

The project will contribute towards cleaning up and improving a large derelict site that is visible from the town centre. It will improve the appearance of the area in particular by providing public realm in the form of high quality pedestrian and cycle routes. A landscaping strategy is included as part of the development masterplan.

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 south and Oldham Town Centre to the north. 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 poorest residential communities and unemployment hotspots to the south of the development site.

- A description of the key risks and uncertainties;

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

- The additional measures required as part of the new access at Oldham Way/Prince Street being too costly or requiring excessive time to deliver. This will be mitigated through early development of the outline design to enable traffic modelling of the proposed access to be undertaken in order to identify the extent of the additional measures required.
- Planning consent not being granted for the new roads, accesses and footbridge. This will be mitigated through the engagement of competent consultants with an established working relationship with Oldham Council and early engagement with planning officers to enable issues to be addressed prior to planning submission.
- Failure to obtain design approval of the new cycle/footbridge. This will be mitigated by establishing a robust client scope and undertaking early engagement and regular progress meetings with stakeholders.
- 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).

All risks have been identified and are included in the appended Quantified Risk Assessment at Appendix K. The table below lists the top four risks with the highest post-mitigation risk factor 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
Additional measures required as part of new access are too costly/require excessive time to deliver	Cost over run and delay to programme	3	4	12
Planning not approved	Redesign and resubmit - scheme delayed and additional costs.	2	5	10
Failure to obtain design approval of new footbridges	Scheme delayed and additional costs	2	5	10
Unforeseen utility diversions	Scheme delayed and additional costs	3	3	9

- 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 Webtag 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 F.

* 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 E – Project Impacts Pro Forma

See Appendix F – Description of data sources/forecasts

See Appendix G – Appraisal Summary Table

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

See Appendix H – Southlink Capacity Study: Oldham Southlink Development Framework, 5plus, November 2015

** 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 (AQMA) in the area where the project will be implemented? AQMA 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 Oldham Way and a number of other main roads in Oldham. 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.

As stated in B2f) the planning application for the highway infrastructure will be accompanied by an Air Quality Assessment which will quantify the impacts on air quality. However, the project is expected to have a positive impact on air quality as its delivery will:

- **Facilitate a new town centre residential community in the form of a high density residential development of 634 properties (127 dwellings per hectare) in a location that is highly accessible by sustainable modes, including by Metrolink as it is adjacent to the Mumps Metrolink Interchange at Princes Gate. There is no allocated site of this size in a more sustainable location that could assist the authority in achieving its housing targets;**
- **Ease urban congestion by improving existing junctions through intelligent junction design and traffic signal technologies to optimise traffic flow and capacity, including provision of pedestrian and cyclist crossing facilities to create safer and more convenient conditions for active travel;**
- **Create more direct vehicle and non-motorised user routes between residential areas to the south of the development and Oldham Town Centre and public transport nodes, including the Mumps Metrolink Interchange, to the north;**
- **Improve pedestrian and cyclist facilities to encourage more active travel.**

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 I. 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 J](#)

A full list of the statutory procedures needed before construction can commence is provided in Section B8b) and includes the following:

- **Planning consent – Prior Approval of Demolition of existing footbridge;**
- **Temporary Closure and Diversion of Footpath 152;**
- **Temporary Traffic Regulations Orders;**
- **Land transfers and dedications as highway;**
- **Permission from Network Rail to work within 10m of former railway trackbed;**
- **Permission from the Coal Authority to work on an area close to a former coal mining site;**
- **Planning Consent for new infrastructure;**
- **Permanent Diversion of Footpath 152;**
- **Permanent Traffic Regulation Orders.**

- 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. Completion of new access off Oldham Way opposite Prince Street	January 2019
2. Demolition of footbridge	September 2019
3. Completion of junction improvements at Park Road / Woodstock Street	January 2020
4. Completion of link road	March 2020
5. Opening of new footbridge	March 2020
6. Completion of Wellington Street access improvements	March 2020
Completion of works (if different)	End of 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.

Outstanding statutory powers and consents are show in the table below. The start dates for instigating the processes to obtain these are based on the assumption that funding would not be available to commence scheme delivery until April 2018. However, should the bid be successful, on confirmation of the award of grant, the Council could bring forward the timetable for obtaining the required statutory powers and consents, particularly in respect of securing planning consent, with the aim of obtaining these at the earliest opportunity, by bringing forward an element of our 30% local contribution into 2017/18 to fund an advance start should the grant terms and conditions allow us to do so.

Statutory Powers / Consents	Detail	Proposed process start date	Maximum duration to obtain	Comments
Planning consent – Prior Approval of Demolition	Demolition of the existing footbridge	April 2018*	28 day notice process	
Temporary Closure and Diversion of Footpath 152	Temporary Closure and Diversion of Footpaths	April 2018*	3 week application period	The processing of Temporary Traffic Regulation Orders to close and divert Footpath 152 to facilitate bridge demolition and removal of the existing bridge facility.
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 and bridge works.
Land transfers and dedications as highway	Additions and enhancements to the Council's Highway Asset	April 2018*	1 month	Council owned land at the Woodstock Street /Park Road junction will need to be dedicated as highway under internal procedures, as will land owned by TfGM.
Permission from Network Rail	To work within 10m of former railway track bed	April 2018*	1 month	

Statutory Powers / Consents	Detail	Proposed process start date	Maximum duration to obtain	Comments
Permission from the Coal Authority	To work on an area close to a former coal mining site	April 2018*	2 months	
Planning Consent	For new access points into the site, the internal link road, connector roads through the development and replacement cycle/footbridge across Oldham Way	April 2018*	8 – 13 weeks	This is a strategic regeneration priority for Oldham Council and engagement with planning officers has already commenced.
Permanent Diversion of Footpath 152	Permanent Closure and Diversion of Footpaths	April 2018*	3 – 6 months	Permanent Diversion of Footpath 152 (under Section 257 of the Town and Country Planning Act 1990) following footbridge demolition.
Traffic Regulation Orders associated with new link road	Various access protection and waiting restrictions throughout development areas.	April 2018*	3 - 6 months	The processing of Traffic Regulation Orders associated with the new link road.

* Potential to accelerate into 2017/18 – see comment above.

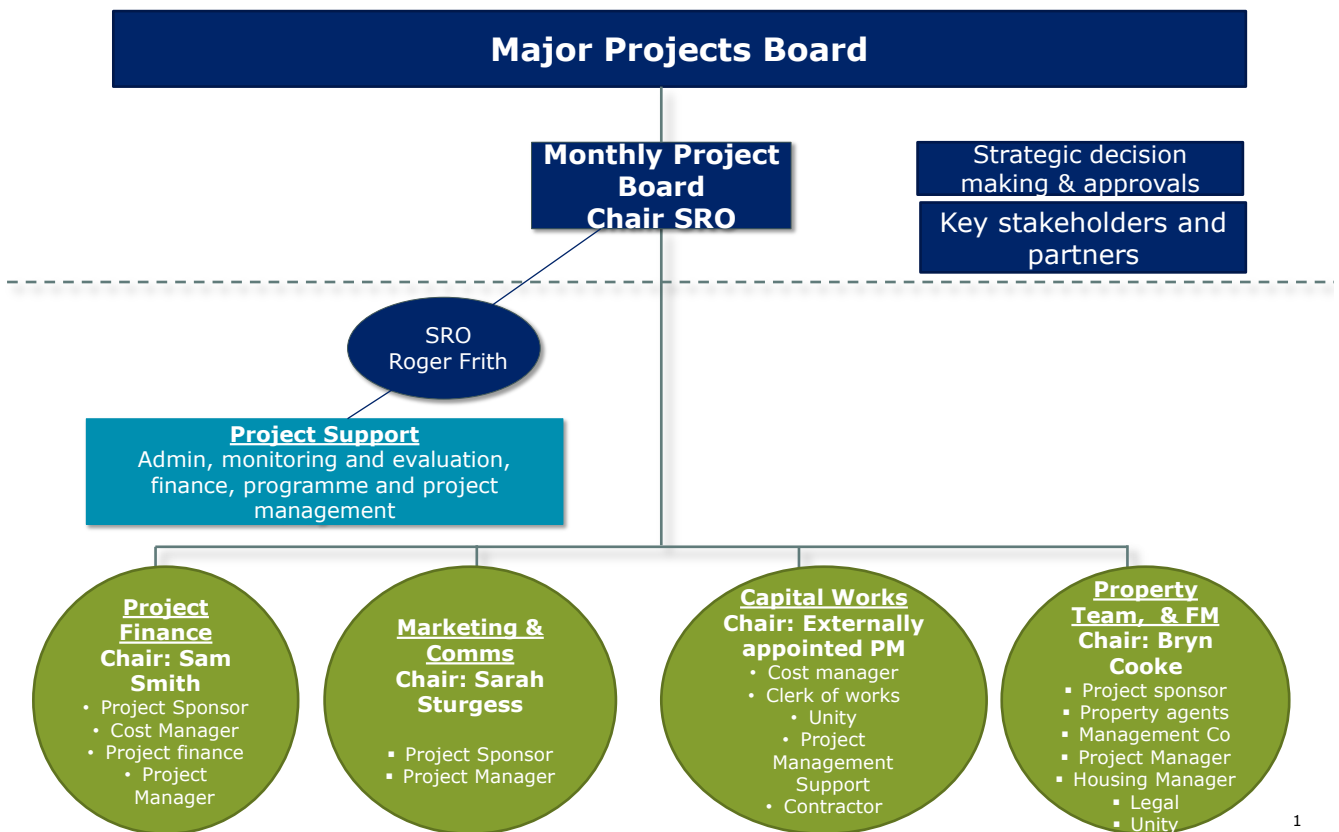
B9. Management Case – Governance (Essential)

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 Major Projects Board (MPB), 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 the residential development partner, and key stakeholders will be engaged as and when required.

The Governance structure for the Southlink Eastern Gateway project is shown in the diagram below.

Southlink – Project Governance Structure



1

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 Major Projects 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 externally appointed 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 K

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

See Appendix L

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 £542,880 (8.2% of total project cost) has been included. This figure is derived from the Quantified Risk Assessment at Appendix K 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
Design approval of footbridges not obtained	6.4	40.0
Planning not approved	6.4	20.0
Additional measures required for new access are too expensive/ time consuming to deliver	5.8	72.0
Insufficient time allowed for utility diversions	5.1	16.0

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 M. 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 **Debbie Abrahams, Oldham East and Saddleworth** Yes No
2 **Jim McMahon, Oldham West and Royton** Yes No

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

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

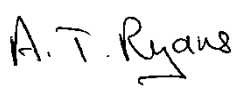
The Project Board will monitor inputs and outputs. Longer term outcomes will be assessed and reported on one-year and five-years after opening, using existing data sources where possible such as:

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

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 Southlink – Oldham Town Centre Eastern 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: Roger Frith	Signed: 
Position: Head of Strategic Regeneration & Development	

D2. Section 151 Officer Declaration	
As Section 151 Officer for Oldham Council I declare that the project cost estimates quoted in this bid are accurate to the best of my knowledge and that Oldham Council	
<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: 

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 checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input 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