

Local Pinch Point Fund Application Form



Department
for Transport

Guidance on the Application Process is available at:

<https://www.gov.uk/government/organisations/department-for-transport/series/local-pinch-point-fund>

Please include the [Checklist](#) with your completed application form.

See Appendix W – Foxdenton checklist and Appendix X – Foxdenton lppf resubmitted bid template.

The level of information provided should be proportionate to the size and complexity of the scheme proposed. As a guide, for a small scheme we would suggest around 25-35 pages including annexes would be appropriate.

One application form should be completed per project.

Applicant Information

Local authority name(s)*: Oldham Council

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

Bid Manager Name and position: Darren Jones: Director of Developments and Infrastructure

Contact telephone number: 0161 770 1659

Email address: Darren.jones@oldham.gov.uk

Postal address: Civic Centre, West Street, Oldham OL1 1UH

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:

This pinch point bid can be found at the TfGM local transport plan website:

http://www.tfgm.com/journey_planning/LTP3/Pages/Local-Pinch-Point-Fund.aspx

SECTION A - Project description and funding profile

A1. Project name: Access to Foxdenton Employment Site

A2. Headline description:

Please enter a brief description of the proposed scheme (in no more than 100 words)

The proposed project will create a new access and service road from A663 Broadway into this key 45 hectare (110 acre) site on the western side of the Borough in Chadderton. This project will help us develop Foxdenton into a high quality Business Park that is exceptionally well served by sustainable modes of transport. The site forms part of Oldham’s M60 Arc of Opportunity, which includes Hollinwood Junction, Broadway Business Park, Greengate Industrial Area and Foxdenton Employment Area.

A3. Geographical area:

Please provide a short description of area covered by the bid (in no more than 100 words)

Please append a map showing the location (and route) of the proposed scheme, existing transport infrastructure and other points of particular interest to the bid e.g. development sites, areas of existing employment, constraints etc.

The land is allocated in the recently adopted Local Development Framework as a future high quality Employment Area. It is currently a large greenfield site (110 acres) that has been subject to some tipping and has a former railway line that bisects it. The site is strategically located close to the M60 and M62 motorways on the western side of Oldham, between Broadway A663, Foxdenton Lane, Ferney Field Road and Hunt Lane.

OS Grid Reference: SD 90093 04728
Postcode: OL9 9QY

Attached document Appendix A contains a location plan for the Foxdenton Employment Site. Attached document Appendix B shows the site boundary and the existing transport infrastructure in the area.
Attached document Appendix C shows the indicative highway layout and route of the proposed access road through the development area.

A4. Type of bid (please tick relevant box):

Small project bids (requiring DfT funding of between £1m and £5m)

Scheme Bid

Structure Maintenance Bid

Large project bids (requiring DfT funding of between £5m and £20m)

Scheme Bid

Structure Maintenance Bid

Note: Scheme and Structure Maintenance bids will be assessed using the same criteria.

A5. Equality Analysis

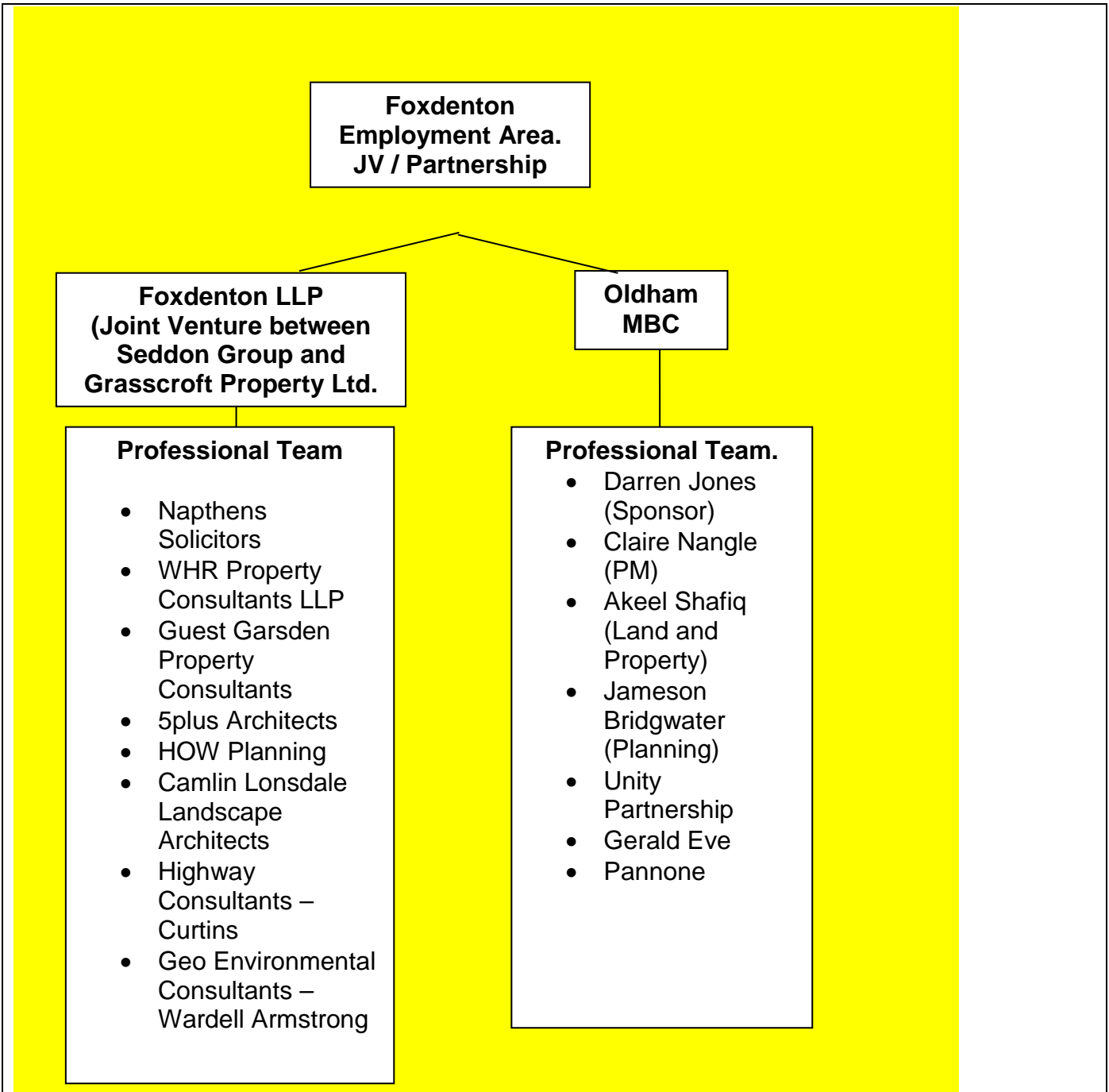
Has any Equality Analysis been undertaken in line with the Equality Duty? Yes No

As part of the detailed design process for the scheme an Equality Impact Assessment will be carried out to ensure conformity with the Equalities Act. Furthermore, all highway schemes in Oldham are designed in accordance with the requirements of the Disability Discrimination Act 1995.

A6. Partnership bodies

Please provide details of the partnership bodies (if any) you plan to work within the design and delivery of the proposed scheme. This should include a short description of the role and responsibilities of the partnership bodies (which may include Development Corporations, National Parks Authorities, private sector bodies and transport operators) with confirmatory evidence of their willingness to participate in delivering the bid proposals.

Oldham Council and Foxdenton LLP will be working closely in partnership and have agreed terms for a formal joint venture (see diagram below).



Project Managers:

Foxdenton LLP – Mike Coulter, Grasscroft Property Ltd.

Oldham Council – Claire Nangle, Team Leader, Area Regeneration, Strategic Projects and Investments

The following letters of support have all been updated for this resubmission and are appended:

Attached document Appendix D – Foxdenton LLP funding confirmation.

Attached document Appendix E – Grasscroft letter of support.

Attached document Appendix F – Seddon Group letter of support.

Attached document Appendix G – WHR Property Group letter of support.

A7. Local Enterprise Partnership / Local Transport Body Involvement

It would be beneficial (though not essential) if the relevant LEP or LTB (or shadow(s)) have considered the bid and, if necessary, prioritised it against other bids from the same area. If possible, please include a letter from the LEP / LTB confirming their support and, if more than one bid is being submitted from the area, the priority ranking in order of growth significance.

Have you appended a letter from the LEP / LTB to support this case? Yes No

While this bid is being submitted by Oldham Council, Transport for Greater Manchester conducted a prioritisation process on behalf of the Greater Manchester Combined Authority, acting as the shadow LTB for the original bid submission in February 2013. This prioritisation process was subsequently been endorsed by the Greater Manchester LEP.

Attached document Appendix H is an updated letter of support from the LEP.
Attached document Appendix I is the original Greater Manchester Combined Authority (GMCA) support letter which remains valid.

The prioritisation process classified the ten GM schemes as either Priority 1 or Priority 2. This application was been classified as Priority 1.

SECTION B – The Business Case

You may find the following DfT tools useful in preparing your business case:

- [Transport Business Cases](#)
- [Behavioural Insights Toolkit](#)
- [Logic Mapping Hints and Tips](#)

B1. The Scheme - Summary

Please select what the scheme is trying to achieve (this will need to be supported by evidence in the Business Case). Please select all categories that apply.

- Improve access to a development site that has the potential to create housing
- Improve access to a development site that has the potential to create jobs
- Improve access to urban employment centres
- Improve access to Enterprise Zones
- Maintain accessibility by addressing the condition of structures
- Ease congestion / bottlenecks
- Other(s), Please specify -

B2. The Strategic Case

This section should set out the rationale for making the investment and evidence on the strategic fit of the proposal. It should also contain an analysis of the existing transport problems, identify the barriers that are preventing growth, explain how the preferred scheme was selected and explain what the predicted impacts will be. The impact of the scheme on releasing growth potential in Enterprise Zones, key development sites and urban employment centres will be an important factor in the assessment process.

In particular please provide evidence on the following questions (where applicable):

a) What is the problem that is being addressed, making specific reference to barriers to growth and why this has not been addressed previously?

The **Oldham Employment Land Review (Oldham Council, 2010)** identified a serious lack of employment land available to meet future job creation targets in the Borough. In developing the current LDF it concluded that:- 'it is essential that Foxdenton, as the largest site, is allocated for employment led development through the LDF'. It went on to conclude that if Foxdenton is not taken forward for employment development Oldham will have a potential deficit of employment land up to 2026 and will have to rely on Manchester City Centre and neighbouring districts key sites to provide opportunities for the workforce in the future, and/or rely on small sites which will not help with the borough's economic transformation.

The future prosperity of Oldham has a deliberate and clear focus on the economy and job creation. This is centred on key sites across the borough, one of which is the Foxdenton Employment Area. For too long the issues facing Oldham and its residents has been the economic decline of a borough once at the forefront of the industrial revolution.

Oldham is committed to growing the economy; to working proactively and positively with businesses and local communities to achieve this and to connect our residents to job opportunities. Despite challenging economic circumstances, we are committed to a positive strategy of sustainable economic growth for Oldham by working together to build on our strengths and overcome challenges.

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

The Foxdenton site is identified as a Greater Manchester Strategic Employment site and forms part of the M60 Arc that includes the Hollinwood Junction, Broadway Business Park, Greengate Industrial Zone and Chadderton Technology Park. The combination of existing businesses, including the advanced manufacturing plant at Chadderton will, with the new development opportunities, create the culture and buzz of creativity and innovation which the Manchester Independent Economic Review (MIER) identified as being essential to the success of the City Region. The proposed project will act as the catalyst to unlock this site providing thousands of new jobs and economic growth. Oldham's Local Development Framework was adopted on the 9th November 2011 following extensive consultation and support from the local community. One of the identified gaps in the Oldham business offer was the availability of premier sites that might attract real high quality investment.

As a result The Foxdenton site was brought forward for development and LDF Policy 14 states "The aim is to create a premium business location with opportunities for high-quality office, business and industrial developments in a pleasant environment that provides skilled jobs and contributes to Oldham's and Greater Manchester's economies. The LDF designation of the site was the key to unlocking the potential development opportunity, which is why detailed development options were not considered previously. The preceding UDP allocated the site as land reserved for future development, protected open land and recreation. At the time Oldham had other sites that were being developed and as such Foxdenton was reserved for the future once occupation of other sites was complete. This is now the case as the adjoining Broadway Business Park is almost fully developed and occupied.

The proposal offers the best possible value for money for the indicative capital funding level we have identified. It will make a tangible and measurable contribution to both economic growth

and job creation and encouraging further substantial private sector funding (Circa £160m). Job creation targets are included later in the application.

In allocating the Foxdenton site as a significant employment site Oldham Council, working in conjunction with the Highways Agency and other Greater Manchester Local Authorities, undertook a preliminary assessment of the implications of the LDF allocations on the Strategic Road Network.

Independent Transport Consultants were appointed to undertake a land use and transport modelling exercise to explore the relative impacts on land use and key transport metrics. The proposed land use allocations, with employment rising by 6% in the period 2011 to 2026, give rise to only low forecast changes in overall trip making within the Borough, in part due to the forecast reduction in the local population over the same period.

In relation to the Foxdenton site, the Planning Inspector commented in his report, following the Examination of the Core Strategy, that; *“...parts of the (Foxdenton) site have high public transport accessibility and others medium accessibility, based on bus routes. Foxdenton is located in proximity to the motorway network. It is not an isolated site or one which could not be served to an enhanced degree via public transport, as well as by walking and cycling from local residential areas.”*

The Inspector concluded that *“...in identifying land at Foxdenton as employment land to provide a premium business location with some residential development the Joint DPD is justified, effective and consistent with national policy”*.

The site masterplan has been developed to allow pockets of development to be accessed from a number of points on the local highway network, namely the A663(T) Broadway and Foxdenton Lane. This approach will enable the commercial and residential traffic generated by the development to be dispersed across the network rather than at one or two locations.

Existing Highway Network

The site is well located in the context of both the local and strategic highway network. Immediately to the east of the site the A663(T) Broadway provides direct access to the M60 (Junction 21) orbital motorway circling Greater Manchester, and to the north, the M62, via the A627(M). The M60 and A627(M) are approximately 1.5km from the site. The A663(T) is generally of dual-carriageway standard with high capacity signal controlled junctions at key intersections.

The A663(T), between the A627(M) and Junction 21 of the M60, is operated by the Highways Agency. This section of the A663(T) runs past the eastern boundary of the site and therefore the Highways Agency will need to be consulted, along with Oldham Council, as part of the planning application process.

To the south west of the site runs the B6189 Foxdenton Lane. Foxdenton Lane is a single carriageway and forms a signal controlled junction with the A663(T) Broadway. There is currently a weight restriction (7.5t except for buses) on Foxdenton Lane (which applies to the section of Foxdenton Lane between Broadway up to its junction with Ferney Field Road).

There are a number of bus services that run on the A663(T) linking the site to Manchester city centre and Rochdale. There is also a bus service on Foxdenton Lane providing connections to Oldham and Middleton.

Preferred Access Option

Key to the access strategy is the proposal to provide a new high capacity junction into the site from the A663(T) Broadway to facilitate access to the comprehensive employment element of the development proposals. The junction would be controlled by traffic signals with the provision of dedicated pedestrian facilities. Access into the site would be taken directly from the proposed access by way of a new spine road. The road would be constructed to adoptable highway standards and provide a link, approximately 1km in length, between Broadway and Foxdenton Lane/Broadgate.

The Highways Agency recently approved a scheme to the south of the proposed site, which is now complete, to provide a similar access junction for a redeveloped school.

The preferred access option, and the subject of this application, proposes to deliver a new high capacity signal controlled junction on Broadway which is similar in design to the junction providing access to the recently redeveloped school approximately 350m to the south of the site.

The junction will be designed to adoptable standards and of sufficient size to accommodate the turning movements of large heavy goods vehicles (HGVs) with no impact on third party land. The junction will also include dedicated pedestrian crossing facilities to assist safe movement of pedestrians across Broadway

The spine road into the site will also be designed to adoptable standards with footways provided along both sides of the carriageway and dedicated provision provided for cyclists. This spine road will be approximately 1km in length and link to Foxdenton Lane creating a new three arm junction close to Ferney Field Road.

The link road would deliver the infrastructure required to facilitate access to a strategic employment which is not currently available.

It is not proposed to control access through the site along the link road in any way. As such, the link road would be available for use by the general public as part of a typical daily journey which will ultimately alleviate traffic demand along Foxdenton Lane which provides direct frontage access to a number of residential properties.

Alternative Access Option

In the absence of any new access into the site directly off the A663(T) Broadway, it is acknowledged that the site could still be developed with the primary commercial access taken from Foxdenton Lane.

However, a current weight restriction in place on Foxdenton Lane puts a limit on the weight (size) of vehicles which can access the site via Broadway. Whilst there is no such limit in place which would restrict access to the site from the west, commercial vehicles in excess of 7.5t could only achieve access via the M60 Junction 21 using Broadgate as an alternative to the A663(T) Broadway. This would increase the travel distance required to access the site, particularly for vehicles approaching from the north via A627(M). The additional distance a vehicle would travel from the north, via Broadgate would equate to approximately 4km (2.48 miles).

A single point of access via Foxdenton Lane would also adversely impact the quantum of employment development which could be delivered at the site in traffic generation terms.

There is limited scope along Foxdenton Lane to provide an access junction into the site which would have sufficient capacity to realise the full development aspirations of the strategic employment site in highway capacity terms. Furthermore, a single access point on Foxdenton Lane would lead to an increase in traffic flows along a residential route and additional demand at the Foxdenton Lane/Broadway signal controlled junction which would be sensitive to material changes in traffic flows

Access Option Appraisal

In traffic terms, the preferred access option offers clear benefits in that the traffic generated by the proposed employment development will be dispersed onto the highway network at two locations rather than concentrated at a single location. As a result the traffic generated by the proposed development would be spread across the network reducing the operational impact at sensitive points on the highway.

In addition, the proposed link road represents a significant infrastructure improvement which has the potential to redirect existing traffic away from a sensitive residential area along Foxdenton Lane and the Foxdenton Lane/Broadway signal controlled junction.

The preferred access option will assist in delivering the full development aspirations of the strategic employment site whilst offering benefits to existing highway users including pedestrians, cyclists and public transport users. The only way to reduce costs would be to explore opportunities for alternative access arrangements, however this has been discounted as it would restrict the development opportunities on the site. Value engineering will be built into the procurement process.

The table below presents an appraisal of the key impacts of the preferred and alternative access proposals on the local highway network respectively.

| Consideration | Preferred Access | Alternative Access |
|--------------------------|---|---|
| Pedestrian Impact | | |
| Broadway | Broadway acts as a significant barrier to communities either side of the carriageway. The delivery of a new signal controlled access junction will provide additional pedestrian crossing facilities which will reduce severance and improve pedestrian connectivity. | Development of the Strategic Employment Site will generate an increase in pedestrian flows across Broadway, however there is no scheme proposed to improve connectivity and safety. |
| Foxdenton Lane | The proposal would result in no significant increase in pedestrian flows on Foxdenton Lane. | Significant increase in pedestrian flows. Limited crossing opportunities available along Foxdenton Lane giving rise to safety concerns. |
| Public Transport | | |
| Broadway | Bus services will be able to fully penetrate the proposed employment site as part of a diverted route reducing the | Right turning services into Foxdenton Lane from Broadway North will reduce available capacity at the junction and |

| | | |
|---|--|---|
| | distance required to walk to and from bus stops on Broadway/Foxdenton Lane. | increase blocking back along Broadway. |
| Foxdenton Lane | | The number of bus services on Foxdenton Lane could potentially increase as a result of increased demand from the employment development. This will impact on residential amenity. Furthermore existing on-street parking reduces width of available carriageway and is likely to restrict bus movements, resulting in congestion that could block back to the strategic road network. |
| Safety | | |
| Broadway | Increase in pedestrian and cycle movements will require infrastructure upgrades to mitigate enhanced safety concerns. The new access will provide additional pedestrian crossings on Broadway. | Increase in pedestrian and cycle movements will require further infrastructure upgrades to mitigate enhanced safety concerns. |
| Foxdenton Lane | The proposed link road would result in a reduction in traffic flows along Foxdenton Lane which would reduce potential conflicts and represent an improvement in terms of highway safety. | This proposal gives rise to several safety issues including: pedestrians conflicting with reversing traffic from driveways, reduced visibility as a result of existing on-street parking and lack of suitable pedestrian infrastructure to deal with level of pedestrian traffic |
| Residential Amenity | | |
| Broadway | Levels of noise and air pollution will increase. | Levels of noise and air pollution will increase. |
| Foxdenton Lane | No significant impact | Levels of noise and air pollution will increase. An increase in pedestrian, cycle, vehicle and bus flows will impact on the general residential amenity. |
| <p>The principle of delivering a further signal controlled access junction on the Strategic Highway Network (Broadway) has been discussed and agreed with the Highways Agency. Initially this required the production of an acceptable Weight of Evidence document to demonstrate the need. The Weight of Evidence document was produced in February 2013 and supplied to the Highways Agency to inform their decision to support this bid first time round. The Weight of Evidence document provided an appraisal of the site access options, identified constraints and ultimately demonstrated that a new signal controlled junction is required to achieve the full development aspirations for the Foxdenton site. The Weight of Evidence document was forwarded to DfT with the revised pinch point bid submission in March 2013.</p> | | |

The Highways Agency confirmed that following their initial review of the Weight of Evidence they supported the proposed development in principle. Discussions are ongoing with the Highways Agency, the Council and the developer. The developer will provide further details and assessments to the Highways Agency as required in order to achieve formal approval of the access junction proposals on the Strategic Highway Network. The final conclusions of the Highways Agency review will be made available once completed and submitted at a later date if required.

The following documents are appended:

Appendix J – Memorandum from Highway Consultee to the Planning Authority regarding ongoing engagement with the Highways Agency.

Appendix K - Letter from the developer's transport consultant, Curtins, regarding ongoing discussions with the Highways Agency and progress achieved since the submission of the planning application.

Appendix L – Letter of support in principle from the Highways Agency – updated for this resubmission.

The preferred access option will assist in fully realising the development potential of the Strategic Employment Site.

The preferred access will reduce severance on Broadway and improve pedestrian connectivity through the provision of additional pedestrian crossing facilities. Through the creation of a new link road between Broadway and Foxdenton Lane the proposed infrastructure scheme would also have benefits to existing highway users and residents on Foxdenton Lane.

The alternative access will result in impacts on residential amenity, particularly along Foxdenton Lane, having regard to the significant increases in pedestrian, cycle, public transport and traffic flows that would give rise to additional congestion, noise and road safety issues.

It is therefore considered that there are clear benefits which support the case to bring forward the preferred access option at the Foxdenton Lane site.

c) What are the expected benefits / outcomes? For example, job creation, housing numbers and GVA and the basis on which these have been estimated.

The proposal is a key catalyst to help deliver the following outputs with an indication of when their delivery will commence:

- Creation of 1,073 construction jobs (equiv 107FTE) – Qtr 4 2014
- Construction of 380 residential units - Qtr1 2015
- Remediation of 11 hectares of derelict land - Qtr 4 2014
- Creation of a 30 hectare quality Business Park - 2015
- Development of 1 million sq ft of business/industrial floorspace - 2015
- Creation of 3,332 FTE jobs - 2015 onwards.

It should be noted that the delivery of these benefits will start almost immediately. The recently completed economic impact analysis (Regeneris) has estimated that the combined construction programme will provide a significant increase in local employment opportunities during the development of the access road construction and the development phase of the construction scheme. There will be opportunities in both on-site construction jobs and the off-site supply chain.

The attached document Appendix M shows the justification for the job creation calculations.

- d) What is the project's scope and is there potential to reduce costs and still achieve the desired outcomes? For example, using value engineering.

The final detailed design will be subject to the procurement exercise that will commence in quarter 1 2014, at this point there will be opportunities to refine the costs and make value engineering modifications.

- e) Are there any related activities, that if not successfully concluded would mean the full economic benefits of the scheme may not be realised. For example, this could relate to land acquisition, other transport interventions being required or a need for additional consents?

Planning permission is required for the access and the development. The anticipation is that planning will be secured on 16th January 2014.

There are no land acquisition issues as the land required is in either Council or developer ownership and forms part of the financial package of this bid.

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

Whilst alternative access arrangements have been considered, and would be re-visited if this funding is not secured they would result in a severe compromise on both neighbourhood amenity and the quality of the scheme. The alternative scheme would have a particularly harsh impact on residential amenity along Foxdenton Lane by increasing congestion, noise and adding to existing road safety issues.

From a quality aspect the preferred option is the only option that will secure the optimum development potential from the site resulting in poorer quality uses on site and the creation of fewer jobs.

If this bid is successful it will facilitate the construction of the access infrastructure which in turn will allow the development of the site to happen much earlier than anticipated. It is possible that the development may not happen at all without the intervention of grant funding.

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

A preliminary environmental assessment was carried out by Wardell Armstrong in advance of the planning application being submitted, which covered noise, air quality, flood risk, archaeology, waste and ground conditions.

A detailed Environmental Impact Assessment has been submitted as part of the planning application. A link to this document is included below and a copy is available upon request if required:

Link to the planning application, including the EIA document, on Oldham Council's website:

<http://planningpa.oldham.gov.uk/online-applications/applicationDetails.do?activeTab=summary&keyVal= OLDHA DCAPR 49167>

In 2005 Oldham declared an Air Quality Management Area for nitrogen dioxide as Government health-based targets could be exceeded in some parts of Oldham, particularly next to busy roads. The preferred access option will have less impact on air quality than the alternative access, particularly on Foxdenton Lane, where the preferred option will have no significant impact on air quality.

Conclusion to strategic case

We believe the evidence we are submitting justifies this project on two strategic levels. The provision of the new access will allow the development of the Foxdenton employment site, satisfying both the Oldham and GM need for primary high quality business locations that will deliver new jobs created, economic growth and new housing provision.

B3. The Financial Case – Project Costs

Before preparing a scheme proposal for submission, bid promoters should ensure they understand the financial implications of developing the scheme (including any implications for future resource spend and ongoing costs relating to maintaining and operating the asset), and the need to secure and underwrite any necessary funding outside the Department’s maximum contribution.

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

Table A: Funding profile (Nominal terms)

| £s | 2013-14 | 2014-15 | 2015-16 | Total |
|------------------------------|--------------|--------------|------------|--------------|
| DfT funding sought | 241 | 1,500 | 0 | 1,741 |
| Local Authority contribution | 600 | 0 | 0 | 600 |
| Third Party contribution | 390 | 1,477 | 257 | 2,124 |
| TOTAL | 1,231 | 2,977 | 257 | 4,465 |

Table B: Cost estimates (Nominal terms)

| Cost heading | Cost (£000s) | Date estimated | Status (e.g. target price) |
|--------------|--------------|----------------|--|
| Land | 990 | 28 Oct 2013 | Chartered surveyor valuation. See attached document - Appendix N. |
| Construction | 3,021 | February 2013 | QS estimate. See attached document – Appendix O. |

| | | | |
|-------------------|-----|---------------|----------------------------------|
| Professional fees | 302 | February 2013 | Budget 10% of construction costs |
| Contingency | 152 | February 2013 | Budget 5% of construction costs |

TOTAL **4,465**

Notes:

- 1) Department for Transport funding must not go beyond 2014-15 financial year.
- 2) A minimum local contribution of 30% (local authority and/or third party) of the project costs is required.
- 3) Costs in Table B should be presented in outturn prices and must match the total amount of funding indicated in Table A.

B4. The Financial Case - Local Contribution / Third Party Funding

Please provide information on the following points (where applicable):

- a) The non-DfT contribution may include funding from organisations other than the scheme promoter. If the scheme improves transport links to a new development, we would expect to see a significant contribution from the developer. Please provide details of all non-DfT funding contributions to the scheme costs. This should include evidence to show how any third party contributions are being secured, the level of commitment and when they will become available.

The non-DfT contribution will be in the form of cash and land from both Oldham Council and Foxdenton LLP. The private sector contribution will total £2,123,482 and will be in the form of private sector land valued at £390,000 and cash of £1,733,482, with an Oldham Council contribution, in the form of land, of £600,000.

The total contribution required from the DfT will be 39% of the total cost of the scheme. The private sector partner, Foxdenton LLP, has already contributed significantly to the wider development proposals and has thus far invested over £600,000 in developing proposals for the site and promoting the development. This investment is not reflected in the costs attached to this proposal.

- b) Where the contribution is from external sources, please provide a letter confirming the body's commitment to contribute to the cost of the scheme. The Department is unlikely to fund any scheme where significant financial contributions from other sources have not been secured or appear to be at risk.

Have you appended a letter(s) to support this case? Yes No N/A

The financial contributions are not considered to be at risk. An updated letter from Foxdenton LLP is at Appendix D confirming their commitment to the private sector funding.

- c) The Department may accept the provision of land in the local contribution towards scheme costs. Please provide evidence in the form of a letter from an independent valuer to verify the true market value of the land.

Have you appended a letter to support this case? Yes No N/A

An independent valuation letter from Knight Frank confirming the land values for both the public and private sector land is at Appendix N.

Updated letters from the Grasscroft Property Company Limited and The Seddon Group, confirming their commitment to the project and the fact that they have contractually secured all the private sector land within the development site are attached at Appendix E and Appendix F respectively.

- d) Please list any other funding applications you have made for this scheme or variants thereof and the outcome of these applications, including any reasons for rejection.

The proposal is not reliant on any further bids for external funding.

B5. The Financial Case – Affordability and Financial Risk

This section should provide a narrative setting out how you will mitigate any financial risks associated with the scheme (you should refer to the Risk Register / QRA – see Section B11).

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.

Please provide evidence on the following points (where applicable):

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

The project costs have been provided by one of the development team, Appleyard and Trew who are a respected firm of Chartered Quantity Surveyors. They have relied on evidence and information from a design team incorporating geotechnical engineers, civil engineers, architects and surveyors. QRA has been carried out and sufficient contingencies ranging from 5 – 25% have been allowed against the different elements that make up the total project cost.

- b) How will cost overruns be dealt with?

It is anticipated that any costs overruns will be absorbed within the contingencies referred to above. However, any cost overrun above and beyond this would be the responsibility of the private sector partner, Foxdenton LLP.

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

There are two major risks with regard to project timescales. The first risk equates to planning approval. The anticipation is that planning will be secured by mid January 2014. The risk of this process overrunning is being managed by virtue of extensive and meaningful dialogue with both the planning authority and other relevant stakeholders and statutory consultees, including the Highways Agency. The risk of an overrun in receiving a planning decision is therefore hugely mitigated by the extensive process currently being undertaken which has been on-going for the past 12 months.

The second main risk to project delivery timescales relates to grant funding. If received the project becomes a completely viable development in the current market and in its current proposed form with all the benefits being realised. If grant funding is not received the project becomes unviable in its current form and will need to be reconsidered.

d) How will cost overruns be shared between non-DfT funding partners (DfT funding will be capped and will not be able to fund any overruns)?

As stated above, cost overruns will not be the responsibility of the DfT and will be solely the responsibility of the private sector partner (Foxdenton LLP) involved in this initiative.

B6. The Economic Case – Value for Money

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

Small project bids (i.e. DfT contribution of less than £5m)

a) Please provide a description of your assessment of the impact of the scheme to include:

- Significant positive and negative impacts (quantified where possible);
- A description of the key risks and uncertainties;
- A short description of the modelling approach used to forecast the impact of the scheme and the checks that have been undertaken to determine that it is fit-for-purpose.

Positive impacts

The Foxdenton pinch point scheme will introduce a link road to access the Foxdenton Development site and a new signalled controlled junction into the site from the A663 Broadway (T).

The proposed access will help deliver the following outputs.

- Creation of 1,073 construction jobs (equiv 107FTE) – from Qtr 4 2014
- Construction of 380 residential units –from Qtr1 2015
- Remediation of 11 hectares of derelict land - from Qtr 4 2014
- Creation of a 30 hectare quality Business Park by 2015
- Development of 1 million sq ft of business/industrial floorspace by 2015
- Creation of 3,332 FTE jobs - from 2015 onwards.

As previously explained in Section B2 of this application, alternative access arrangements, off Foxdenton Lane, would considerably harm the potential of the site meaning reduced outputs and a poorer quality built environment.

Negative impacts

The main negative impact will be an increase in traffic on the local highway network. However, the Highways Agency and the Local Authority will require highway mitigation measures for the development designed to provide a nil-detriment situation.

Key risks and uncertainties

The main risk equates to planning approval. The anticipation is that planning will be secured by mid January 2014. The risk of this process overrunning is being managed by virtue of extensive and meaningful dialogue with both the planning authority and other relevant stakeholders and statutory consultees including the Highways Agency. The risk of an overrun in receiving a

planning decision is therefore hugely mitigated by the extensive process currently being undertaken which has been on-going for the past 12 months.

The other major risk to this project is the availability of grant funding, if received the project becomes a completely viable development in the current market and in its current proposed form with all the benefits being realised. If grant funding is not received the project becomes unviable in its current form and will need to be reconsidered.

Modelling Approach

The impact of the link road is in effect to bring forward the development of the site to help realise its economic potential. This has been modelled in two ways.

Method 1: via traffic modelling.

- The method used here assesses the disbenefits to existing traffic of the development related traffic WITHOUT the actual scheme.
- This method gives an estimate of the level of benefits the Do Something would have to produce to eliminate the disbenefits to existing traffic.
- Outputs from existing GM Saturn Model forecasts for a cordon drawn around the site, for a sufficiently small area for there to be no route choice within it.
- Do-something is from cordoned version of the full 2016 LDF assignment (that is, including traffic generated by anticipated phasing of Oldham Council LDF land allocation development sites) but WITHOUT the scheme.
- Do-minimum derived by zeroising the Foxdenton development zones in the 2016 cordoned matrix and re-assigning the resulting trip matrix to the cordoned model.

This approach ignores secondary re-assignment impacts of the additional Foxdenton traffic (that is, general traffic that re-routes away from the area to avoid the additional congestion).

Method 2: GVA based

Assessing the economic / GVA impact of bring forward the employment and housing impacts of the scheme by three years and calculating the discounted GVA benefit associated with this.

The calculations supporting this work are set out in the supporting document SD1 Oldham Foxdenton Appraisal 31 October 2013.xls.

Appraisal results

Method 1:

- This approach gives a PV of benefits of -£36.56m ie disbenefits. This represents the disbenefit of the additional traffic generated by the Foxdenton development on the existing local highway network. On the basis that the required highway mitigation measures for the development would be designed to provide a nil detriment situation, the link road could be assumed to provide a benefit of £36.56m.

Method 2:

- The GVA approach produces a GVA based PV of benefits for the scheme of £56.0m (in 2010 values and prices) to compare to the PV of the capital costs of £4.3m, giving a BCR for the junction improvement scheme of 13.

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

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

- A completed [Scheme Impacts Pro Forma](#) which summarises the impact of proposals against a number of metrics relevant to the scheme objectives. It is important that bidders complete as much of this table as possible as this will be used by DfT – along with other centrally sourced data – to form an estimate of the BCR of the scheme. Not all sections of the pro forma are relevant for all types of scheme (this is indicated in the pro forma).

- A description of the sources of data and forecasts used to complete the Scheme Impacts Pro Forma. This should include descriptions of the checks that have been undertaken to verify the accuracy of data or forecasts relied upon. Further details on the minimum supporting information required are presented against each entry within the pro forma.

Has a Scheme Impacts Pro Forma been appended? Yes No N/A

See supporting document SD2 Oldham Foxdenton Impacts Pro Forma 31 October 2013.xls.

Has a description of data sources / forecasts been appended? Yes No N/A

See supporting document SD1 Oldham Foxdenton Appraisal 31 October 2013.xls.

- A completed [Appraisal Summary Table](#). Bidders are required to provide their assessment of all the impacts included within the table and highlight any significant Social or Distributional Impacts (SDIs). Quantitative and monetary estimates should be provided where available but are not mandatory. The level of detail provided in the table should be proportionate to the scale of expected impact with particular emphasis placed on the assessment of carbon, air quality, bus usage, sustainable modes, accessibility and road safety. The source of evidence used to assess impacts should be clearly stated within the table and (where appropriate) further details on the methods or data used to inform the assessment should be attached as notes to the table.

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

See supporting document SD3 Oldham Foxdenton AST 31 October 2013.xls

The stage 0 assessment is included as supporting document SD4 Foxdenton SDI pinch point proforma step 0.doc.

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

A separate spreadsheet has been provided, which contains the simple economic appraisal calculations undertaken to produce the BCR quoted above B6 a) above - supporting document “SD1 Oldham Foxdenton Appraisal 31 October 2013.xls”.

The following supporting documents are also attached.

Appendix P - Modelling Note following additional traffic modelling

Appendix Q - Modelling Note Appendix Validation Technical Note

Appendix R - Modelling Note Appendix Validation Spreadsheet

B7. The Commercial Case

This section should set out the procurement strategy that will be used to select a contractor and, importantly for this fund, set out the timescales involved in the procurement process to show that delivery can proceed quickly.

- a) Please provide evidence to show the risk allocation and transfer between the promoter and contractor, contract timescales and implementation timescales (this can be cross-referenced to your Risk Management Strategy).

Risk allocation and transfer

Design and Cost risk

A contingency of between 5 and 25% has been included to cover cost over runs in the project costs.

The works have been determined by the development team which incorporates geotechnical engineers, civil engineers, architects and surveyors and Appleyard and Trew, who are a respected firm of Chartered Quantity Surveyors. Appleyard and Trew have determined the estimated cost which includes 5% of the project costs which has been allowed to deal with unforeseen costs/risk. See Appendix O – construction estimate.

Delay due to planning risk

The anticipation is that planning will be secured by mid-January 2014. The risk of this process overrunning is being managed by virtue of extensive and meaningful dialogue with both the planning authority and other relevant stakeholders and statutory consultees including the Highways Agency. The risk of an overrun in receiving a planning decision is therefore hugely mitigated by the extensive process currently being undertaken in this regard by the developer. This has been on-going for the past 12 months.

Construction programme over run risk

This process will be managed by virtue of adopting a credible procurement strategy, adopting a realistic timeframe for delivery (see supporting document SD5 Foxdenton Employment Area Project Plan v2.PDF) and ensuring that the building contractor is financially incentivised to meet delivery milestones. Further to this there will be contractual provisions which will impose damages onto the contractor for any time overruns which have a material impact on the development. The scheme will also be delivered by using the appropriate form of Construction contract.

Also see supporting document SD6 Foxdenton Risk Register – QRA.xls and Appendix T – Foxdenton Employment Area - Risk Management Strategy.

- b) What is the preferred procurement route for the scheme and how and why was this identified as the preferred procurement route? For example, if it is proposed to use existing framework agreements or contracts, the contract must be appropriate in terms of scale and scope.

Procurement Route

The Council has taken advice on the procurement routes available and has been advised that an AGMA Framework Option is available which is run by Salford City Council where a

framework exists for the provision of Engineering and Construction works appropriate to the proposed works for Foxdenton i.e. a multi-supplier framework exists of which AGMA partners can join and under the Call-off Procedure, works would be subject to a mini competition process. Value of works for this framework are for works below OJEU thresholds, as such can only be accessed by schemes with a contract value of £4,348,350 – the contract value for Foxdenton of £3.021m is below the threshold. The use of this framework will reduce the procurement timetabling process.

- c) A procurement strategy will not need to form part of the bid documentation submitted to DfT. Instead, the Department will require the bid to include a joint letter from the local authority's Section 151 Officer and Head of Procurement confirming that a strategy is in place that is legally compliant and is likely to achieve the best value for money outcome.

Has a joint letter been appended to your bid? Yes No

See attached document Appendix S – Procurement letter.

**It is the promoting authority's responsibility to decide whether or not their scheme proposal is lawful; and the extent of any new legal powers that need to be sought. Scheme promoters should ensure that any project complies with the Public Contracts Regulations as well as European Union State Aid rules, and should be prepared to provide the Department with confirmation of this, if required.*

B8. Management Case - Delivery

Deliverability is one of the essential criteria for this Fund and as such any bid should set out any necessary statutory procedures that are needed before it can be constructed.

- a) A detailed project plan (typically in Gantt chart form) with milestones should be included, covering the period from submission of the bid to scheme completion. The definition of the key milestones should be clear and explained. The critical path should be identifiable and any key dependencies (internal or external) should be explained. Resource requirements, task durations, contingency and float should be detailed and easily identifiable. Dependencies and interfaces should be clearly outlined and plans for management detailed.

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

See supporting document SD5 Foxdenton Employment Area Project Plan v2.PDF.

- 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 in order 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

All land required for the new access is currently:

- a) Under the control of the Foxdenton LLP by virtue of option and purchase agreements; or
b) is owned by the local authority submitting the bid.**

There is no third party land involved.

c) Please provide summary details of your construction milestones (at least one but no more than 5 or 6) between start and completion of works:

Table C: Construction milestones

Also see supporting document SD5 Foxdenton Employment Area Project Plan v2.PDF

| | Estimated Date |
|---|----------------------------------|
| Start of works | See below |
| Planning application submitted | July 2013 |
| Planning permission granted | 16 th Jan 2014 |
| Award Contract | 6 th June 2014 |
| Site clearance complete | 22 nd August 2014 |
| Construction Commences | 25 th August 2014 |
| Completion of works (if different) | 23rd June 2015 |

d) Please list any major transport schemes 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)

Major transport schemes costing over £5m in the last 5 years:

| Approx years | Project Title | Approx Value | Comments |
|---------------------|--|---|--|
| 2009 - 2012 | Greater Manchester Highway Retaining Walls | £45M overall £22M (over 2.5 years) Oldham Council's share | Completed to deadlines and within budgets. Oldham's £22M budget and programme delivery managed in-house by Unity Partnership the Council's Highway's Services partner |

For information another major project managed by the Council's Highways Engineering Division is:

| Approx years | Project Title | Approx Value | Comments |
|---------------------|--------------------------------------|---------------------|--|
| 2010-2014 | Highways Improvement Programme (HIP) | £10M over 4 years | Programme approaching final year (2013/14). Achieving programme & within budgets |

In addition, Oldham Council has recently installed a new junction on the A663 Broadway Trunk road to provide a similar access junction for a redeveloped school and can therefore demonstrate a proven track record in delivering infrastructure projects of this nature in liaison with the Highways Agency on time and to budget. The Council is also working closely with the Highways Agency to deliver cycling infrastructure improvements on A663 Broadway Trunk road following a successful bid to the Local Sustainable Transport Fund to improve cycle facilities in this area.

B9. Management Case – Statutory Powers and Consents

- a) Please list separately each power / consents etc obtained, details of date acquired, challenge period (if applicable) and date of expiry of powers and conditions attached to them. Any key dates should be referenced in your project plan.
- b) Please list separately any outstanding statutory powers / consents etc, including the timetable for obtaining them.

Outstanding powers/consents

Planning permission

The proposals being developed for the site are fully in accordance with the Oldham MBC adopted Joint Core Strategy and Development Management Policies Development Plan adopted on 9 November 2011. This compliance greatly reduces the risk of the need for a planning appeal or for any third party to be given leave by the courts to request a judicial review. A revised risk register, which fully addresses the planning risks, is provided in supporting document SD6 Foxdenton Risk Register – QRA.xls.

In the Core Strategy, the Foxdenton site has a strategic allocation for a new Business and Employment area. Core Strategy Policy 13 relates to Employment Areas and identifies Foxdenton as being approximately 45 hectares in size. Core Strategy Policy 14 outlines the types of uses that will be acceptable at the Foxdenton site. It states:

“The uses permitted within the Business and Employment Areas (BEA) and the Saddleworth Employment Areas (SEA) are listed below...”

Foxdenton

The aim is to create a premium business location with opportunities for high-quality office, business and industrial developments in a pleasant environment that provides skilled jobs and contributes to Oldham’s and Greater Manchester’s economies. Development proposals for B1 (business) and B2 (general industry) will be permitted and should form the focus for uses within the area. B8 (storage and distribution) will be permitted. Residential development on up to 25% of the site will be permitted. The council will provide further advice and guidance on this in the form of a masterplan”

The Council’s Joint Core Strategy and Development Management Policies Development Plan Document supersedes the majority of Oldham’s Unitary Development Plan and forms part of the statutory development plan for the area.

Since the adoption of the Core Strategy, Foxdenton LLP has commissioned a highly experienced team of consultants to prepare a masterplan in conjunction with Senior Officers at Oldham MBC. There has been close and ongoing dialogue with the Local Planning Authority and the masterplan has been agreed with officers and is in full accordance with Core Strategy Policy 14. An outline planning application for employment led mixed use development comprising residential was submitted to Oldham MBC in July 2013 and is expected to be considered by Planning Committee on the 16th January 2014.

Highways Agency approval

Highways Agency approval is required for the scheme, but a substantial Weight of Evidence document has already been produced in this regard (February 2013). This has now been superseded by the Transport Assessment submitted as part of the planning application in July 2013, which is now being considered by the Highways Agency. Aecom, the Highways Agency’s

highway consultant, has already received the Weight of Evidence report and has not identified any material issues. Active discussions are still ongoing with the Highways Agency with a view to addressing the caveats in their letter of support for this pinch point bid.

The Weight of Evidence document was supplied to DfT with the updated version of this bid submitted to DfT on 8th March 2013. The Weight of Evidence is not appended to this tranche 4 pinch point bid as it has been superseded by the Transport Assessment as stated above.

A link to the Transport Assessment document is included below and a copy is available upon request if required:

<http://planningpa.oldham.gov.uk/online-applications/applicationDetails.do?activeTab=summary&keyVal= OLDHA DCAPR 49167>

The Highways Agency has updated their letter of support for the purposes of this bid and supplementary letters have been appended from the Highway Consultee to the Planning Authority and from the developers transport consultant, Curtins, both updating on the ongoing engagement with the Highways Agency. Please refer to:

Appendix J – Memorandum from Highway Consultee to the Planning Authority regarding ongoing engagement with the Highways Agency.

Appendix K - Letter from the developers transport consultant, Curtins, regarding ongoing discussions with the Highways Agency and progress since the submission of the planning application.

Appendix L – Letter of support in principle from the Highways Agency – updated for this resubmission.

Discussions between the Highways Agency, Curtins and the Local Authority are almost at an end, with the Highways Agency's holding order due to expire on 4th November, by which time agreement is expected to have been reached on the mitigation measures required in advance of the planning application being determined on 16th January 2013.

B10. Management Case – Governance

Please name who is responsible for delivering the scheme, the roles (Project Manager, SRO etc.) and responsibilities of those involved, and how key decisions are/will be made. An organogram may be useful here. Details around the organisation of the project including Board accountabilities, contract management arrangements, tolerances, and decision making authorities should be clearly documented and fully agreed.

The Foxdenton Employment Area is a Strategic Regeneration (SR) project for the Council. The following people/organisations play a key role in the management and delivery of the project.

SRO = Darren Jones, Director of Developments and Infrastructure

Project Manager = Claire Nangle, OMBC

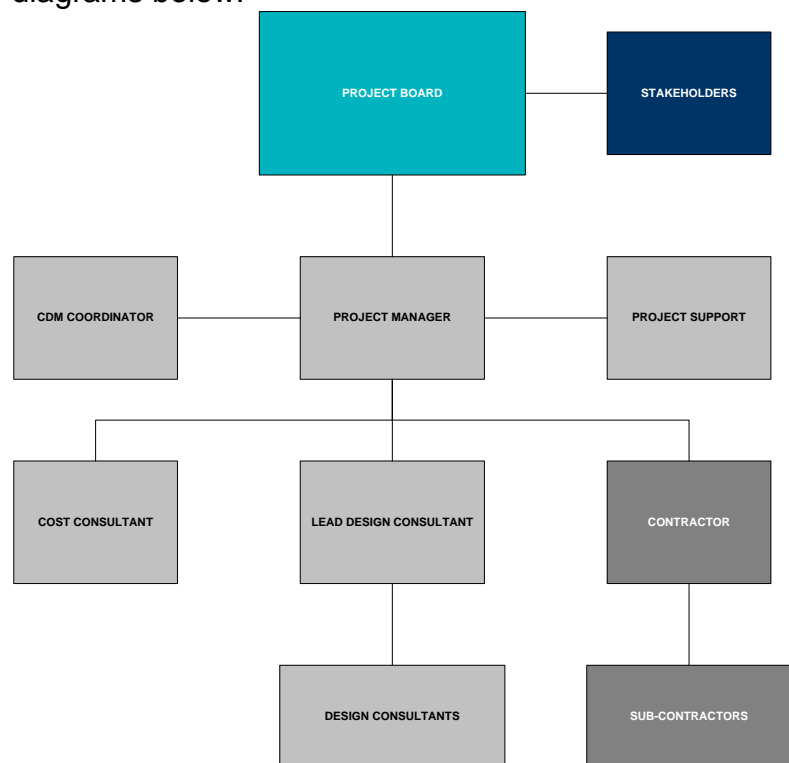
Senior Supplier = Akeel Shafiq, Development Officer

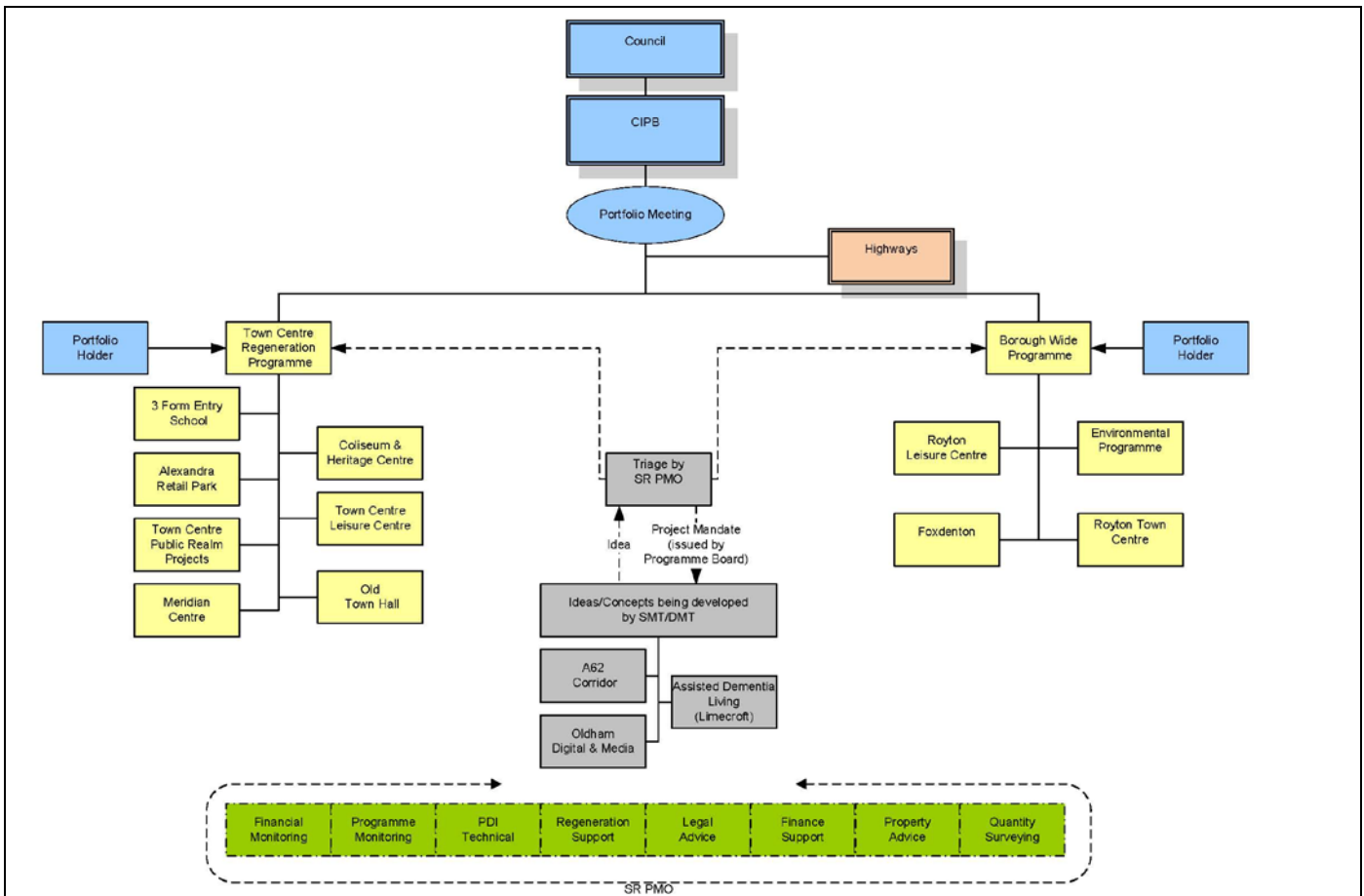
Project Board = Those individuals named, representation from Foxdenton LLP, technical advisors.

Project Team = Claire Nangle, Akeel Shafiq (OMBC Development Officer), Bruce Owen (Gerald Eve), Stephen Chalcraft (Pannone), Michael Coulter (Foxdenton LLP), Jamie Seddon (Foxdenton LLP), David Smith (Foxdenton LLP), Garry Eyres (Curtins), Aaron Tilley (Curtins),

Keith Melling (Naphens), Stephen Chadwick (Appleyard & Trew), Gavin Campbell (Wardell Armstrong), Jon Suckley (HOW Planning).

The governance structure for the Council's Strategic Regeneration project is illustrated by the diagrams below:





- each PM reports to their respective Project Board;
- each Project Board reports to a Programme Management Board (PMB);
- each PMB reports to the Capital Investment Programme Board (CIPB);
- CIPB reports to the Council, Below are the roles and responsibilities of:

| Role | Responsibilities |
|-------------------------|--|
| Project Board | To provide overall direction to the project. |
| | Approval of business cases, the PEP, programmes and other major aspects of project management. |
| | Approval for completion of project stages. |
| | Ensure adequate project resources are provided. |
| | Approval of major changes. |
| | Reporting to the PMB. |
| | Monitoring of major risks. |
| | Stakeholder management and communications. |
| SRO / Project Executive | Overall financial control of project |
| | 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. |
| Senior User | Overall responsibility for approvals and decisions within authorised tolerances. |
| | Stakeholder representative on the Project Board |
| | Responsible for stakeholder management and communications. |
| | Chair User Group. |

| Role | Responsibilities |
|-----------------|--|
| | <p>Ensure that the project provides products that meet user requirements.</p> <p>Ensuring that the products provide the expected user benefits.</p> <p>Attending meetings with the Project Board as required, making recommendations for sign-off of design stages / project documents.</p> |
| Senior Sponsor | <p>Day to day client liaison with the project team.</p> <p>Responsible for Project Assurance</p> <p>Maintain focus of the project team on the required objectives.</p> <p>Authorise expenditure within delegated levels of authority.</p> <p>Ensure proposed changes are checked against effects on aim, benefits and critical success factors.</p> <p>Monitor actions to ensure compliance with Authority's governance</p> <p>Act as the client representative for the scheme</p> <p>Agreeing the project management processes and procedures with the Project Manager, presenting them to the Project Board for approval, and scrutinising their implementation.</p> <p>Approve the appointments of consultants and contractors (within delegated authority) and taking an active involvement in the appointment process.</p> <p>Maintain at all times, on behalf of the Project Board, an overview of the project in relation to the business case.</p> <p>Informing and working with the stakeholders and other client departments.</p> <p>Ensure that the Project Manager (and Project Team) receives decisions and instructions from the Project Board on time.</p> <p>Establish with the Project Manager an agreed approach to major issues that arise (particularly risk assessment, value management and change control).</p> |
| Project Manager | <p>Run the project on a day to day basis on behalf of the Council.</p> <p>Deliver the project within the required constraints of quality, cost, time, and risk.</p> <p>To deliver a project that is capable of achieving the benefits defined in the project brief.</p> <p>Managing the drawdown of professional fees.</p> <p>Coordinating production of highlight, exception and end stage reports.</p> <p>Chair Project Team meetings.</p> <p>Providing regular reports to the client on progress and attending meetings with the Project Board as required, making recommendations for sign-off of design stages / project documents and requesting any significant variations.</p> <p>Monitor the performance of the Consultant team against their appointment criteria.</p> <p>Authorises additional expenditure</p> <p>Administer the contract under the terms of the contract (Assumes that the Project Manager is the Contract Administrator for the Project)</p> <p>Chairing and minuting Site Progress meetings.</p> |

This particular project would report to OMBC's Boroughwide Programme Board that has formally established the Foxdenton Employment Area as a project and appointed Darren Jones as the SRO. The SRO is the individual responsible and accountable to the Council for ensuring that the project remains focussed on achieving its objectives and that the anticipated benefits can be achieved. Darren is also responsible for promoting the aims and objectives of the project amongst Senior Offices and Members. The SRO:

- 'owns' the business case and budget for the project;
- is responsible for approvals and decisions that affect project's progress and delivery;

- takes executive responsibility for decisions relating to the project and chairs the Project Board.

The Senior Supplier represents the project's 'delivery team' in day to day discussions and liaison with other Council Officers. The Senior Supplier has responsibility for the Council's electronic governance process covering:

- placing key decision from the project plan on the forward plan; drafting Council/delegated reports and shepherding them to completion through all departments in time to gain a decision at the predetermined date
- communicating the decision record to the project manager.
- has responsibility for administering the issue of a purchase order to suppliers following receipt of approval to appoint or purchase.
- Communicates the projects aims and objectives and the project management procedures delivering then across all that interact with the process.

The Project Board, chaired by the Darren, will delegate authority to the Project Manager to allow the day to day management of the project and this delegated authority is set by way of agreed 'tolerances' for the project.

The Project Board will review the project at each stage boundary and authorize its progression to the next stage, assuming that it is satisfied that the project is ready to proceed.

B11. Management Case - Risk Management

All schemes will be expected to undertake a thorough Quantified Risk Assessment (QRA) and a detailed risk register should be included in the bid. The QRA should be proportionate to the nature and complexity of the scheme. A Risk Management Strategy should be developed and should outline on 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 attached supporting SD6 Foxdenton Risk Register – QRA.xls

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

Attached document Appendix T – Foxdenton Employment Area - Risk Management Strategy.

B12. Management Case - Stakeholder Management

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 Agency, 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).

- Please provide a summary of your strategy for managing stakeholders, with details of the key stakeholders together with a brief analysis of their influences and interests.

The Senior Officer is responsible for delivering the Foxdenton Stakeholder Engagement Plan that is attached at Appendix U, with support from the Project Team.

There will be a comprehensive approach throughout the project and it should be noted that this work has already commenced with regular meetings with local residents who are considered key stakeholders.

Following the submission of the planning application a public meeting was held at a local school. The meeting was independently chaired by the editor of the Oldham Evening Chronicle and he has agreed to host a comprehensive list of questions and answers on the Oldham Chronicle website. Further meetings are planned with representatives of the Foxdenton and District Protection Group to discuss the more technical aspects of the planning application.

A second question and answer session is to be arranged by the developer.

Another key stakeholder is the Highways Agency, whose approval is needed for the preferred access into the site, which involves the construction of a new high capacity junction into the site from the A663(T) Broadway. Active discussions are still ongoing with the Highways Agency with a view to addressing the caveats in their letter of support for this pinch point bid.

Discussions between the Highways Agency, Curtins and the local Authority are almost at an end, with the Highways Agency's holding order due to expire on 4th November, by which time agreement is expected to have been reached on the mitigation measures required in advance of the planning application being determined on 16th January 2013.

The Highways Agency has updated their letter of support for the purposes of this bid and supplementary letters have been appended from the Highway Consultee to the Planning Authority and from the developers transport consultant, Curtins, both updating on the ongoing engagement with the Highways Agency. Please refer to:

Appendix J – Memorandum from Highway Consultee to the Planning Authority regarding ongoing engagement with the Highways Agency.

Appendix K - Letter from the developers transport consultant, Curtins, regarding ongoing discussions with the Highways Agency and progress since the submission of the planning application.

Appendix L – Letter of support in principle from the Highways Agency – updated for this resubmission.

b) Can the scheme be considered as controversial in any way? Yes No

We believe the evidence we are submitting supports our assessment that the proposed use of the site is not a controversial proposal. Its allocation was tested at a public enquiry and found to be wholly appropriate and consistent with national planning policy guidelines

In allocating the Foxdenton site as a significant employment site Oldham Council, working in conjunction with the Highways Agency and other Greater Manchester Local Authorities, undertook a preliminary assessment of the implications of the LDF allocations on the Strategic Road Network.

In relation to the Foxdenton site, the Planning Inspector commented in his report, following the Examination of the Core Strategy, that; *"...parts of the (Foxdenton) site have high public transport accessibility and others medium accessibility, based on bus routes. Foxdenton is located in proximity to the motorway network. It is not an isolated site or one which could not be*

served to an enhanced degree via public transport, as well as by walking and cycling from local residential areas.”

The Inspector concluded that “...*in identifying land at Foxdenton as employment land to provide a premium business location with some residential development the Joint DPD is justified, effective and consistent with national policy*”. The site masterplan has been developed to allow pockets of development to be accessed from a number of points on the local highway network, namely the A663(T) Broadway and Foxdenton Lane. This approach will enable the commercial and residential traffic generated by the development to be dispersed across the network rather than at one or two locations.

c) Have there been any external campaigns either supporting or opposing the scheme?

Yes

No

Whilst we acknowledge there is a local resident campaign against the proposal all efforts have been made and will continue to be made to listen and respond to their comments and proposals. Regular community consultation events have been held and will be held in the future and where possible amendments will be adopted into the scheme. To date two local residents consultation meetings have been held in venues local to the site. The first meeting that introduced the proposal was attended by approximately 300 residents, the second by approximately 120.

Such is the level of consultation that we have now secured the support of the local MP (Rt Hon Michael Meacher). His letter of support is attached as supporting document SD7 Foxdenton letter from MM MP.

B13. Management Case - Assurance

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

SECTION C – Monitoring, Evaluation and Benefits Realisation

C1. Benefits Realisation

Please provide details on the profile and baseline benefits and their ownership. This should be proportionate to the size of the proposed scheme.

This Strategic Site of 45 hectares (110 acres) is a key location within the M60 Arc of Opportunity adjacent to the successful Broadway Business Park and together with Hollinwood Junction provides the opportunity to create significant employment and improve the economic competitiveness of Oldham and the North Manchester area. In particular the Foxdenton site will be developed as a high quality Business Park that is exceptionally well served by sustainable modes of transport.

Our private sector partners Grasscroft Property Ltd and the Seddon Group have made impressive and substantial progress in bringing forward this project. The Council has also made significant progress securing the adoption of the Local Development Framework allocating the site for employment uses and commissioning of the further Transport Study that will provide

solutions to the issue of access from Broadway. Together we have the ability to ensure that the project outlined and the timescales proposed are achieved.

Foxdenton Hall and Park together with the proposed Cobalt 2 Business Park (Patrick Properties) form part of the overall ambitions for the area ensuring a comprehensive approach to the regeneration of this element of the M60 Arc of Opportunity complimenting the activity at Hollinwood Junction and Broadway Business Park.

Currently this is a vacant site and as such in terms of baseline benefits and impacts it offers little. From starting on site we anticipate immediate economic benefits in terms of employment opportunities. The Regeneris Economic Impact Assessment (commissioned by Oldham Council) anticipates that approximately 165 FTE jobs in the construction work will be generated. The report suggests that economic impacts will be gained in both on site construction and the local associated supply chain.

Further benefits will accrue as the site progresses with the first residential unit construction starting in late 2014 (providing additional construction jobs). These benefits will continue to accrue as the industrial/commercial complex completes and begins creating jobs in late 2015. In addition to the numbers of jobs directly generated the economic impact study predicts up to an additional 60 FTE jobs will be generated from increased expenditure in the local economy.

Listed below is a summary of benefit and their timings;

- **Creation of 1,073 construction jobs (equiv 107FTE) - Qtr 4 2014**
- **Construction of 380 residential units - Qtr1 2015**
- **Remediation of 11 hectares of derelict land - Qtr 4 2014**
- **Creation of a 30 hectare quality Business Park - 2015**
- **Development of 1 million sq ft of business/industrial floorspace - 2015**
- **Creation of 3,332 FTE jobs - 2015 onwards.**

The attached Appendix V Site Masterplan shows the distribution of the physical outputs within the development.

C2. Monitoring and Evaluation

Evaluation is an essential part of scheme development and should be considered and built into the planning of a scheme from the earliest stages. Evaluating the outcomes and impacts of schemes is important to show if a scheme has been successful.

Please set out how you plan to measure and report on the benefits identified in Section C1, alongside any other outcomes and impacts of the scheme

Full evaluation of the proposals commenced on submission of the planning application. Work is ongoing in relation to the marketing of the site's opportunities, with marketing agents having just been appointed for the site. Foxdenton will be a highly attractive primary site that we anticipate will generate demand from top rated companies.

Regular updates will be provided to DfT.

While the GM bids are all Small Projects and hence DfT do not require "Fuller Evaluations", TfGM will set up a monitoring and evaluation programme to cover the GM Pinch Point schemes that are awarded funding. This programme will be run alongside the other evaluation

programmes TfGM is undertaking with DfT, in particular the LSTF Case Study and the evaluations for the Development Pool schemes.

The precise objectives of the programme will be determined in liaison with DfT once funding decisions have been made, but in general will cover the link between the new transport infrastructure and economic growth.

TfGM and the GM authorities will agree the research questions with DfT officials and then undertake appropriate baseline data gathering. This will link with the benefits articulated in C1 above to ensure that both the Benefits Realisation work and the Post-Implementation Evaluation research have a common understanding of the links between the inputs, outputs and the expected (and unexpected) outcomes.

While individual authorities will report separately on the delivery of their project (eg any financial returns required), from April 2014 onwards, TfGM will compile a single impacts monitoring and evaluation report for the programme. It is expected that this will continue through to April 2017 to enable an assessment of impacts at least one year after opening.

Provision has been made in scheme costs for monitoring activities. However, given the local and national importance of understanding transport's links to economy, TfGM would be keen to discuss the possibilities for joint funding this evaluation research with DfT beyond March 2015.

SECTION D: Declarations

D1. Senior Responsible Owner Declaration

As Senior Responsible Owner for Access to Foxdenton Employment Site, 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: Darren Jones

Signed:

Position: Director of Developments and Infrastructure



D2. Section 151 Officer Declaration

As Section 151 Officer for Oldham Council, I declare that the scheme cost estimates quoted in this bid are accurate to the best of my knowledge and that Oldham Council:

- has allocated sufficient budget to deliver this scheme 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 scheme

- accepts that no further increase in DfT funding will be considered beyond the maximum contribution requested and that no DfT funding will be provided after 2014/15
- confirms that the authority has the necessary governance / assurance arrangements in place and, for smaller scheme bids, the authority can provide, if required, evidence of a stakeholder analysis and communications plan in place

Name: **Anne Ryans (Deputy Section 151 Officer)**

Signed:

A. T. Ryans