

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)*: Rochdale Borough 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: Chris Woods, Team Leader Network Improvement

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

Contact telephone number: 01706 924615 **Email address:** chris.woods@rochdale.gov.uk

Postal address: Number One Riverside
Smith Street
Rochdale
OL16 1XU

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

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

Postal address: Transport for Greater Manchester
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.greatermanchester-ca.gov.uk/npif-bid

SECTION A - Project description and funding profile

A1. Project name: Northern Gateway – Phase 1

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

Rochdale Borough Council and Bury Metropolitan Borough Council have identified a major growth area for development, housing and industrial space. Without upgrades to infrastructure identified, air quality and congestion will be impacted upon. The scheme seeks to upgrade a section of road which will enable land to be released for developments to take place.

Please see the Northern Gateway Economic Impact pdf and NG1 Masterplan pdf attached.

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

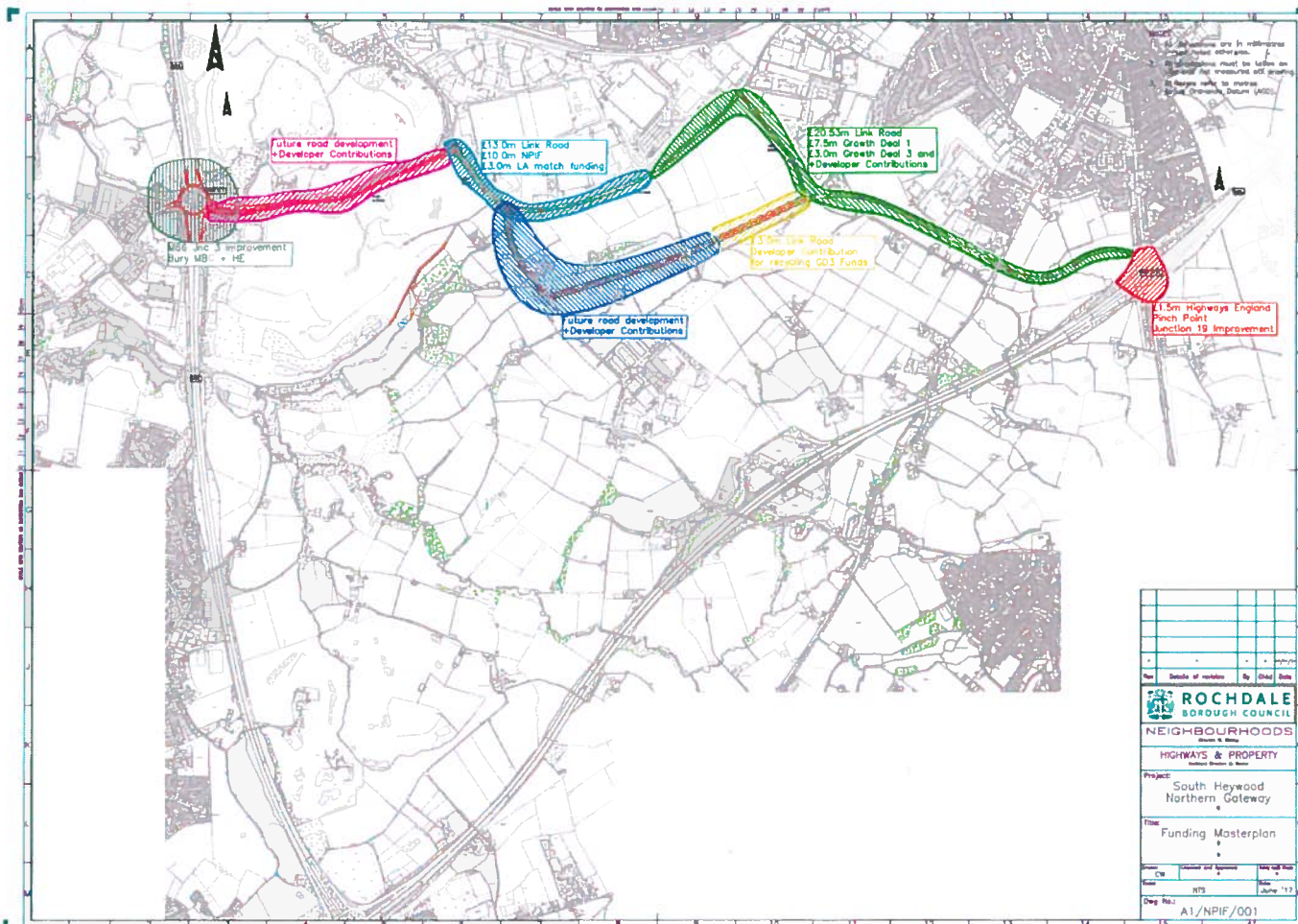
The road will extend the planned M62 Junction 19 link road to provide a direct route from Hareshill Road through the existing Heywood employment district to Pilsworth Road and M66 Junction 3.

The road highlighted in light blue below will be upgraded to a wide single carriageway.

OS Grid Reference: **SD840092**

Postcode: **OL10 2TT**

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.



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

In line with the Equality Act 2010) and the Public Sector Equality Duty, RBC are aware of their commitment to ensuring that a project will not have a disproportionate positive or negative impact on any group with the following characteristics:

- Age
- disability;
- gender reassignment;
- marriage/civil partnership (but only in respect of the requirement to have due regard to the need to eliminate discrimination);
- pregnancy and maternity;
- race - this includes ethnic or national origins, colour or nationality;
- religion or belief - this includes lack of belief;
- sex; or
- sexual orientation (whether being lesbian, gay, bisexual or heterosexual).

Whilst a full Equality Impact Analysis has not been undertaken at this stage, preliminary research suggests that this scheme which is entirely within the highway boundary and represents improvements on the current highway condition and public realm will not discriminate on any of the protected groups.

RBC will, in line with their equality duty, progress a thorough analysis during the detailed design stage. RBC's commitment to Equality Analysis can be found at:

<http://www.rochdale.gov.uk/council-and-democracy/equality-and-diversity>

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.

The Northern Gateway (NG) will only be achieved through partnership working due to it spanning over multiple boroughs. It also is under the authority boundaries of both Transport for Greater Manchester and the Greater Manchester Combined Authority. (Please see the Northern Gateway Economic Impact pdf and NG1 Masterplan pdf attached.)

Rochdale Borough Council and Rochdale Development Agency will work with private owners to secure additional contributions towards localised improvements when land is released for development. These, when possible, will also be used to further fund future stages of key development corridors, the pink and dark blue sections of the future plans. This will impact on Highways England as it impacts J3 of the M66.

Bury Council will also be a key partner as some of the adjacent land to the scheme, and a significant proportion of NG1, falls within the borough boundaries of Bury. They are fully engaged and have jointly commissioned work to support the Northern Gateway scheme. It is

expected that upgrades to Junction 3 of the M66 may be paid for from the further release of development land within Bury District.

To realise greater benefits, Bury Council will be engaged to complete the pink section of the route. If the pink and light blue sections are evaluated together we believe the BCR (2.6) would be significantly greater; in addition the developments that could take place are not modelled, reducing the BCR once again. For these reasons working with Bury Council is important to the scheme and they have been involved at all stages of phasing and master planning.

In addition to the working with the neighbouring councils, Transport for Greater Manchester will be engaged to be a critical friend. They will be able to provide advice and detail of other transport interventions which will be needed to support the scale of development envisaged across the area, and to best utilise the investments.

A7. Combined Authority (CA) Involvement

Have you appended a letter from the Combined Authority supporting this bid? Yes No
This will be appended to a TfGM and GMCA pack.

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

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

This will be appended to a TfGM and GMCA pack.

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

Yes No

This scheme in particular is not dependent upon housing, but the wider scheme, which this a component of, does. Russel Homes has submitted a planning application to Rochdale Council for a development comprising 134,460m² of employment space, 1,000 homes and a primary school, a key contributor to the road upgrade from this proposed link to Junction 19 of the M62 – this is shown on the map in light green. The private sector contribution to the road from this scheme is £13m.

There are no commitments but considerable interest from developers, such as Russel Homes, who would contribute to future plans as the road and area develops.

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

– **Economic Rebalancing:** the south of Greater Manchester is more prosperous than the northern boroughs of the conurbation; the local area suffers from high levels of worklessness the potential developments (NG1) are viewed as key to the future prosperity of the area. Rochdale Council, the Greater Manchester Combined Authority, Rochdale Development Agency and other key stake holders are keen to focus developments to realise the highest productivity gains and the greatest economic benefits possible.

- **Advanced Manufacturing:** the Northern Powerhouse Independent Economic Review (NPIER) sets out 4 capabilities and 3 enablers of the Northern Powerhouse. The industrial space in this area is earmarked for Advanced Manufacturing, one of the key capabilities of the northern economy.

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

a) What is the problem that is being addressed?

The intersection of the M62, M60 and M66 is considered to be one of the most congested in England. A new route from the M62 to the M66, and visa-versa, will ease congestion at this pinch point and along Pilsworth Road. Significantly greater benefits will be realised when the entire road is upgraded.

Some HGVs currently use local roads, through a densely populated urban centre, the new road will help divert flow.

The proposal will increase network capacity enabling the phased release of additional land across Rochdale/Bury for significant employment and residential growth to increase the economic competitiveness of the north of Greater Manchester.

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

As part of the scheme development dual carriageway option and wide single carriage way were assessed, with the latter offering better value for money and it does not consume developable land.

A 'do-nothing' option is not considered as it would not address the above congestion issues, nor would it unlock the needed industrial space, housing and productivity for north Greater Manchester.

TfGM have ranked this scheme as their number one preferred option using NPIF criteria and consulting with the GMCA and local decision makers, including the elected Mayor of Greater Manchester and the ten GM Council Leaders.

c) What are the expected benefits/outcomes? For example, could include easing urban congestion, job creation, enabling a number of new dwellings, facilitating increased GVA.

Easing congestion in Heywood town centre and reducing the number of HGVs using local roads in densely populated areas. The ease of congestion where the M60, M62 and M66 meet. Once the link road is completed in its entirety it is expected to unlock:

- 600,000 m2 of employment space; producing
- 11,000 new jobs;
- 1,000 new homes;
- Primary school
- £427,000 of GVA per annum
- £16m of taxable revenues for Rochdale Council.

An infographic setting out the expected benefits of the NG1 masterplan is appended.

Reduced journey times for business accessing or leaving the Heywood employment area using the local and strategic highway network.

Bury Council, longer term, would realise benefits as further land is unlocked due to the investment. This is known as the Northern Gateway (see appendix A2).

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?

Greater gains will be realised if the pink section of the route is also upgraded. However the potential industrial space and housing land that this NPIF scheme releases, Rochdale Council believes to be significant and worthy of investment immediately due to private sector/developer interest, as shown by the appended letters in section A8. Rochdale and Bury commissioned a marketing report for the NG1 area which is appended. This concludes this accessible and developable land would be highly attractive for employment uses with infrastructure improvements.

RBC is also confident that developers will be willing to contribute more to other sections, if this part of the road is completed, in the form of localised roads.

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)?

The proposed scheme requires no economically developable land, therefore it is the low cost option. Delaying the upgrade will delay potential economic gains in an area suffering high levels of worklessness and deprivation.

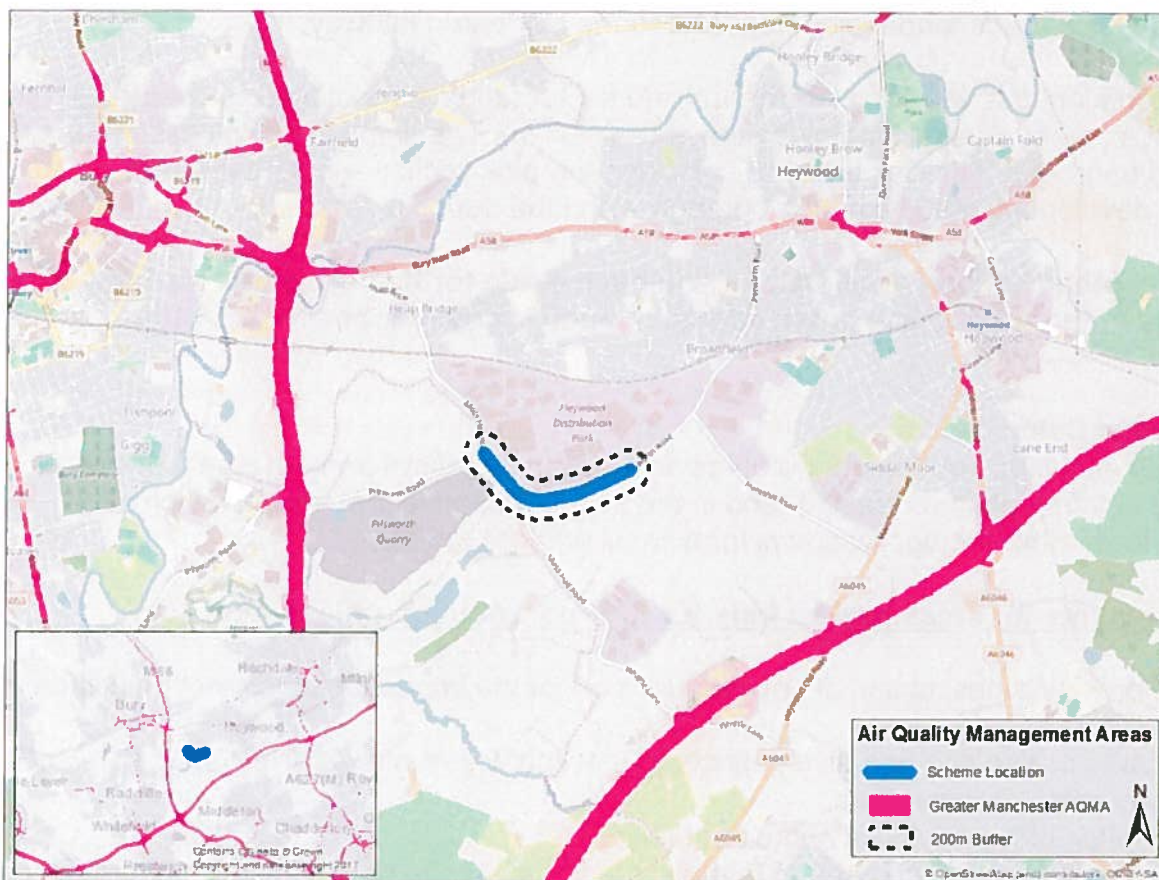
A key reason for implementing the scheme is to help address the relatively high deprivation levels and low employment rates of the borough of Rochdale. The borough is keen to realise as many economic benefits as possible with key partners such as the Rochdale Development Agency backing the scheme.

If funding is not secured the supply of industrial space will soon become full, restricting jobs and growth in a deprived area of GM.

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

The area is not part of any statutory management zone. Before the project commences a full environment Impact Assessment will be undertaken, with an appropriate action plan put in place.

It will relieve congestion, and therefore improve air quality, on the already congested connecting motorways and in the densely populated urban centre of Heywood, by diverting flow on to this upgraded road.



All parts of the scheme, including the road widening and any junction works, do not require any planning consent and does not extend into the designated green belt.

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
DfT funding sought	5,000	5,000
Local Authority contribution	1,500	1,500
Third Party contribution		
TOTAL	6,500	6,500

All of the NPIF funding will be used for land, supervision and construction (capital costs). All other costs will be met with the local authority funding.

Notes:

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

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

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

Rochdale Borough Council will provide £3m match funding over the two years 2018/19 and 2019/20, (£1.5m in each year) to match the £10m NPIF. The completion of the upgrade will help release land for development and attract private sector contributions to build and improve surrounding local roads for development across the Northern Gateway.

RBC are confident this will attract further private sector funding, for other improvements, like the investment made by Russel Homes on the green section. The same is anticipated for other earmarked upgrades. This link is key to unlocking the pink section – Bury believe may be funded by developers already in their borough – and the dark blue section.

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.**

None

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.
- A description of the key risks and uncertainties;
- 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

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

This is a large bid of £10m. Detail is mentioned below, in the appendices or the AST.

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

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

This is a large bid but descriptions and Project Pro Forma are attached.

** 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.

The results of the TUBA Economic Assessment show a scheme Present Value of Benefit amount of £40m, the Present Value of Costs to £15.34m, a Nett Present Value of £25m and A Benefit to Cost Ratio of 2.6, indicating a scheme giving a high value for money. This economic assessment can be considered to be conservative as it only considers benefits accruing for the AM, PM and Inter Peak travel periods. Weekend and Off-Peak (overnight) time periods were not modelled explicitly for this assessment. The forecast years for this assessment were 2020 (scheme opening year) and a design year of 2035.

A key consideration of the scheme is to open up potential development sites within Bury and Rochdale, however, as these are still hypothetical (although believed likely likely), these have not been considered within the assessment. The economic assessment was carried out using an optimism bias figure of 44% on scheme costs, to reflect the stage of this scheme in the planning process.

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

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

- Please append any additional supporting information (as set out in the Checklist).
**It is the responsibility of bidders to provide sufficient information for DfT to undertake a full review of the analysis.*

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

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

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

Yes No

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

Yes No

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

Positive Neutral Negative

- Please supply further details:

Positive because it reduces congestion both at the intersection of the M62, M66 and M60 and redirects HGVs from an urban centre to a low density route. There is evidence attached to the AST which outlines in more detail why this is the case.

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

Yes No N/A

- Please supply further details:

The Skills Technical Note (attached) contains details of the methods employed by Rochdale Council to promote skills through their supply chain.

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

- 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	July 2018
Earth works	September 2018
Drainage	November 2018
Roadworks	January 2019
Opening date	August 2019
Completion of works (if different)	August 2019

- 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)**

RBC has managed and supervised the construction of the highways infrastructure for a number of significant schemes, including:

- for the Kingsway Business Park;
- Rochdale Metrolink;

- The bus stations at Middleton and Rochdale town centres.
 All projects have been delivered to time, cost and quality requirements.

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.

Not applicable

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

The project can be completed under the council’s highway permitted development rights, it is highway improvement work.

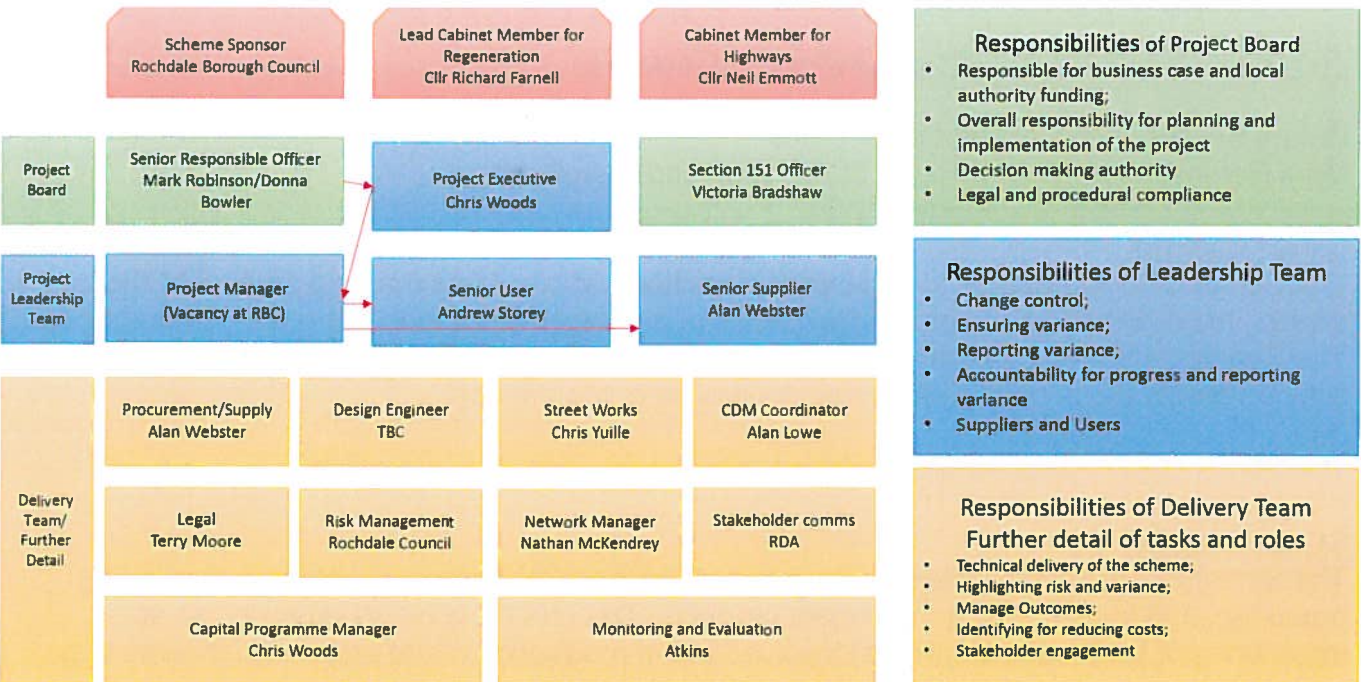
B9. Management Case – Governance (Essential)

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.

Rochdale Borough Council will operate the scheme design and construction and monitoring utilising a governance structure as shown in the organogram below.

At the head of the structure is the Lead Cabinet Member with ultimate authority over the implementation of transport schemes with the assistance of the Project Board. The leadership team will be responsible for ensuring the scheme follows the identified programme and will maintain the operation of the project delivery team.

The team is as follows,



Project Development Board

Senior Responsible Owners (s) –

Donna Bowler – Assistant Director Highways, Property and Strategic Housing, Rochdale BC

Mark Robinson – Assistant Director Planning and Development, Rochdale BC

Senior User / Project Sponsor – Alan Webster – Senior Highway Officer, Rochdale BC

Senior Supplier/ Project Construction Manager – To be confirmed – Team Leader, Design and Construction, Rochdale BC

Project Manager – Vacancy at Rochdale Council - Network Improvement & Development Team Leader, Rochdale BC

Project Assurance – Rochdale BC

Dave Giblin – Head of Highways, Bury MBC (as adjoining highway authority)

The Senior Responsible Owners (SRO) will have overall responsibility for ensuring that the project meets its objectives and delivers the projected benefits on behalf of the Cabinet Members. The SRO will ensure that the project maintains its business focus, that it has clear authority, and that the work, including risks, is actively managed. The person should be the owner of the overall business change that is being supported by the project.

The SRO is the chair of the Programme Board and has the following responsibilities:

- Appointment of the Executive and Chair of the Programme Board meetings;
- Monitoring and control of progress including ensuring that the project is subject to review at appropriate stages;
- Approval of the milestone reports and initiate follow on action as necessary;
- Ensuring that the project meets its objectives and delivers the projected benefits;
- Ownership of the project brief and business case;
- Development of the project organisation structure and logical plans;
- Formal project commission to develop proposals, and closure of actions;
- Post implementation review; and
- Problem resolution and referral.

The Senior Responsible Officers/Owners for Rochdale:

Donna Bowler Assistant Director of Place

Mark Robinson Assistant Director of Planning and Development

Senior User (s)

The Senior User represents the interests of all those who will use the final product of the project, those for whom the product will achieve an objective, or those who will use the product. The Senior User is accountable for ensuring that user needs are specified correctly and that the solution meets those needs within the constraints of the project.

The Senior User is Andrew Storey, Head of Highways and Capital Projects.

Senior Supplier

The Senior Supplier (s) represents the interests of those designing, developing, facilitating, procuring, and implementing the project products. The role provides the knowledge and experience of the main discipline(s) involved in the production of the project's deliverable(s).

The Senior Supplier represents the supplier interests within the project and provides supplier resources. The Senior Supplier for the current Stage is Alan Webster, Senior Highway Officer. As Senior Supplier he is accountable for the quality of products delivered by the Supplier(s) and has the authority and responsibility to commit or acquire supplier resources as required. Note

that once the project reaches the construction stages the Senior Suppliers will also include those involved in the procurement and construction of the scheme.

Project Executive

The Project Executive has responsibility for monitoring progress ensuring that the project maintains its business focus, that it has clear authority, and that the work, including risks, is actively managed. The Project Manager reports to the Project Executive.

The Project Executive is Chris Woods, Network Improvement & Development Team Leader, who at this stage of the process, is also the nominated Project Manager.

Project Assurance

As part of the delivery of the project there will be a need for independent audit or assurance of the work package delivery. The Assurance Role considers the end product of each work package against the work package plan and product specification and confirms to Programme Board that it is fit for purpose.

The project assurance role will be undertaken by Rochdale Borough Council and Bury MBC respectively

Project Manager

The Project Manager has the responsibility of managing the project to ensure that it delivers the required products within the constraints agreed with the Programme Board. The Project Manager will report to the Project Executive and Programme Board on progress, cost, required decisions and the management and mitigation of risk. The Project Manager will undertake the day to day management of the project and management of the Delivery Teams with support of the Technical Leads. The Project Manager is will be , Network Improvement & Development Team Leader in Rochdale Borough Council, who has responsibility for the following elements of the programme:

- Management of project resources;
- Reporting to the Programme Board;
- Management of the production of deliverables;
- Monitoring the project;
- Coordination of the Delivery Team;
- Primary Contact for the Delivery Team;
- Preparing and maintaining the Project Plan / Stage Plan;
- Management of project risks, including the development of contingency plans;
- South Heywood Link Road Conditional Approval Business Case: Delivery Case 7
- Change control and any required configuration management;
- Reporting through agreed reporting lines on project progress;
- Identifying and obtain any support and advice required for the management, planning and control of the project;
- Managing project administration; and
- Conducting end project evaluation.

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

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

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?

10%

b) How will cost overruns be dealt with?

The project team will work with all stakeholders, such as contractors and designers, to mitigate cost overruns. Rochdale Council will underwrite all cost overruns.

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

- Estimating uncertainty: things that cost more than anticipated
- Stakeholder requirements: although stakeholders are already engaged and their perspectives are well understood, things can change
- Tender returns are above the initial estimates.
- Contract documentation errors: errors or omissions that may result in claims from the contractor.

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.

Statutory undertakes

Environment Agency – flood risk and water courses;

Rochdale Borough Council – the highways authority;

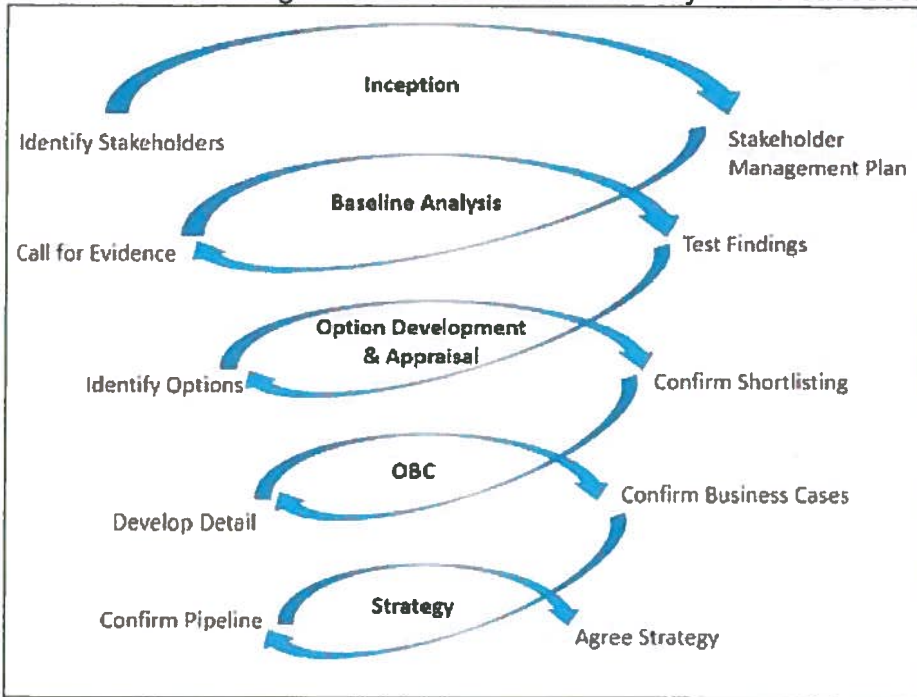
Members of Parliament – the first port of call for the public;

Regional and national transport authorities – TfGM and HE;

Land Owners and Developers – engaging the private sector.

The Public

The effective management of stakeholders is key to the successful delivery of projects



Key stake holders will be managed by holding a fortnightly project board meeting and a working plan will be implemented along the lines of the above graph. Greater detail can be found in the appendix document labelled Stakeholders.

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
 The completion of this part of the road is non-controversial.

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

The document is titled Stakeholders and is attached.

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

The document is titled Stakeholders and is attached.

A number of stakeholders have written letters of support, albeit sometimes a variant of the scheme or Junction 19, for better roads access. These include:

- Fowler Welch
- INX International UK
- Yearsley
- XPO

- Russell Homes letter attached earlier
- Earl of Wilton Estates (as adjoining landowner)
- Birch Hill Industrial Estate owner

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 Liz McInnes, Heywood and Middleton

Yes

No

2 Tony Lloyd, Rochdale

Yes

No

Briefings taken place and letters to follow

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.

The Programme Board will ensure the efficient and effective delivery of the scheme. The board will have the responsibility for the overall direction, management and success of the project. The board in turn will empower the identified project manager with the day to day management of both the project and its stakeholders, along with the strategic management of the project. The Programme Board will be chaired by the senior responsible owner, as outlined in Section B9, and consist of a small group of senior individuals including the project manager, who will collectively monitor and control the overall progress of the project. This structure is consistent with the approach adopted on all other major infrastructure construction schemes.

The scheme will be monitored by the project manager, reporting to the Project Executive, who would take action if the programme falls behind, including developing recovery plan if serious delays occur. It is envisaged that a project board meeting will occur every fortnight, with reports submitted to the Programme Board, who in turn will monitor the scheme on a monthly basis.

The Programme Board will report to Executive members on scheme progress. Financial monitoring will be undertaken and reported at the monthly Programme Board meeting, reviewing financial progress.

As this scheme is located within two Greater Manchester authorities, TfGM require adherence to their long established assurance and approval plans. TfGM's Project and Programme Management Procedures operate within a flexible framework which allow appropriate levels of scrutiny to be applied to individual projects and programmes, dependent on their scale, complexity and risk profile. Following the confirmation of the *National Productivity Investment Fund for the Local Road Network*, TfGM will confirm the level of gateway scrutiny to be applied.

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.

Monitoring and evaluation of the scheme is an important element to tracking the overall successfulness of specific interventions. Determining how successful the scheme is, four Specific, Measurable, Achievable, Realistic, and Time-bound (SMART) objectives have been identified and set out in the Benefits Realisation plan (Appendix C2). With respect to the NG1

road upgrade, monitoring journey times, future growth and development, greenhouse gas emissions, and collisions experienced along the corridor will be important to achieve the schemes objectives (set out in the Monitoring and Evaluation plan (Appendix C2))

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 Rochdale Borough Council I hereby submit this request for approval to DfT on behalf of Rochdale Borough Council and confirm that I have the necessary authority to do so.

I confirm that Rochdale Borough Council will have all the necessary statutory powers in place to ensure the planned timescales in the application can be realised.

Name: Mark Robinson

Signed:

Position: Assistant Director (Planning & Development)

MR Robinson

D2. Section 151 Officer Declaration

As Section 151 Officer for Rochdale Borough Council I declare that the project cost estimates quoted in this bid are accurate to the best of my knowledge and that Rochdale Borough Council

- 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: Victoria Bradshaw

Signed:

V. J. Bradshaw

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