

# Apply to the levelling up fund round 2

## Submission details

Submission reference	LUF20743
Created time	Wed, 10 Aug 2022 09:36
Signed-in user	931c0f12-18b2-44a1-af8c-6f8274bf50cf

## What is the legal name of the lead applicant organisation?

Oldham Metropolitan Borough Council

## Where is your bid being delivered?

England

## Select your local authority

Oldham

## Enter the name of your bid

Green Technology and Innovation Network

Does your bid contain any projects previously submitted in round 1? No

## Bid manager contact details

Full name	[REDACTED]
Position	[REDACTED]
Telephone number	[REDACTED]
Email address	[REDACTED]
Postal address	Civic Centre, West Street West Street Oldham Lancs OL1 1UT

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### Senior Responsible Officer contact details

Full name	[REDACTED]
Position	[REDACTED]
Telephone number	[REDACTED]
Email address	[REDACTED]

### Chief Finance Officer contact details

Full name	[REDACTED]
Telephone number	[REDACTED]
Email address	[REDACTED]

### Local Authority Leader contact details

Full name	[REDACTED]
Position	[REDACTED]
Telephone number	[REDACTED]
Email address	[REDACTED]

### Enter the name of any consultancy companies involved in the preparation of the bid

Ove Arup and Partners Ltd, Planit-IE Limited, Feilden Clegg Bradley Studios, Rider Levett Bucknall.

### Enter the total grant requested from the Levelling Up Fund

£20000000

### Investment themes

Regeneration and town centre	50%
Cultural	25%
Transport	25%

### Which bid allowance are you using?

Full constituency allowance

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**How many component projects are there in your bid?**

3

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**Do you have the support of all the authorities with the relevant statutory responsibility before proceeding?**

Yes

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**File upload 1**

**Upload pro forma 1** This is not a large transport bid.docx

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**Are you submitting a joint bid?**

No

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**Grant value declaration**

**I am submitting a bid as a single applicant and can confirm that the bid overall does not exceed £20 million grant value**

Tick to confirm

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**Gateway criteria: costings, planning and defrayment**

**I confirm that some LUF grant funding will be defrayed in the 2022/23 financial year**

Tick to confirm

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**Costings and Planning Workbook**

Appendix V - LUF\_Package\_Bid\_Costings\_\_Planning\_Workbook\_V2.00  
010822.xlsx

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**Provide bid name**

Green Technology and Innovation Network

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**Provide a short description of your bid**

The bid maximises net zero carbon opportunities in Oldham by positioning the borough as a sustainable destination for green businesses. The project comprises three key interventions;

Greenway and Jubilee Park;

The Green Shoots Centre;

## Northern Roots

The Greenway project creates a sustainable network through the Town Centre incorporating Jubilee Park facilitating a shift towards active travel.

The Green Shoots Centre would provide 2285sqm of incubation space for green business, facilitating economic growth as Oldham transitions towards a green technology economy.

The Northern Roots Learning Centre provides 813sqm of educational space, to be used to strengthen environmental skills through vocational courses.

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## Provide a more detailed overview of your bid proposal

In their Green New Deal Strategy 2020 Oldham Council sets an ambitious target for the borough to be carbon neutral by 2030. This commitment sets Oldham 8 years ahead of the GM target, demonstrating Oldham's ambitious vision 'build back greener' by cutting their carbon emissions and shifting to a green economy. The Council's ambition has been evident through £6.133m Towns Fund investment in Northern Roots, which will create the UK's largest urban farm. However, despite the clear vision the Council has set out, Oldham is ranked the 19th most deprived local authority in the UK and the borough has high levels of unemployment which is exacerbated by the challenge of accessing the labour market without any qualifications, which accounts for 13.3% of residents. The potential of Oldham cannot be maximised unless the significant barriers to growth are addressed.

This LUF bid is set within the context of the Council's ambitions for carbon neutrality by 2030 and provides the enabling works to act as a catalyst for inclusive green growth across the borough.

To achieve this ambition, there is a need to incubate and support Green Technology and Services (GTS) businesses and address the current lack of suitable facilities for existing businesses. GTS businesses are defined as industries that produce goods and services aimed at addressing environmental objectives, including reducing carbon emissions. The proposed Green Shoots Centre would incorporate an 2285sqm incubation hub for local GTS businesses and accelerate economic growth. The Centre would be a net-zero carbon building, powered by renewable energy sources and provide free energy for local GTS businesses. Investment in the Centre would therefore address the lack of suitable workspace in Oldham, removing this existing barrier to growth.

To enable Oldham to realise its green ambitions, there is also a need to tackle the green skills shortage in the borough. The bid proposal comprises funding for the proposed Learning Centre within Northern Roots; with existing strong links with Oldham College, the Learning Centre would be used as an educational facility to help strengthen green skills through offering vocational courses. Investment in enhancing green skills will provide a pathway for low-skilled workers, providing job opportunities in the green economy.

The bid proposal would also support the development of the Oldham Greenway, a public realm improvement project supporting Oldham's low carbon 20-minute neighbourhood that will establish Oldham as a sustainable destination, enhancing its green infrastructure network, facilitating a modal shift to active travel and making the Green Shoots Centre and Learning Centre more accessible to the local population. One of the key destinations on the network will be the new Jubilee Park which will provide a new green heart to Oldham Town Centre. This green infrastructure network would address poor air quality, pollution and connectivity in the borough which are major drivers of local inequalities.

The proposals combined, will maximise inclusive economic growth and net zero carbon opportunities in Oldham whilst supporting economic recovery, access to green space, reduced health inequality, improved air quality and enhanced connectivity.

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## Provide a short description of the area where the investment will take place

### Green Shoots Centre

The surrounding area is predominantly in industrial or commercial use and surface level car parks, but forms part of the wider regeneration area of Oldham Council – including the regeneration of the 3.5ha Oldham Mumps site, opposite the Rhodes Bank site, into new homes. A location plan can be viewed in Appendix C.

### Oldham Greenway

The Oldham Greenway will create a green network throughout Oldham Town Centre, linking a number of key destinations in the town, including Northern Roots, Jubilee Park, Parliament Square and Oldham Edge. The masterplan (Appendix A) outlines the locations for the proposed interventions and how the Greenway links to the proposed Green Shoots Centre and Northern Roots. A location plan can be viewed in Appendix A.

### Northern Roots

The Northern Roots site comprises 160 acres of Snipe Clough and stretches southeast from Alexandra Park. The Learning Centre would be located to the southern part of the proposed site within the woodland area, shown on the below plan. A location plan can be viewed in Appendix E.

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## Optional Map Upload

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## Does your bid include any transport projects?

No

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## Provide location information

### Location 1

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**Enter location postcode** OL1 1UA

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**Enter location grid reference** Easting: 393168, Northing: 404977

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**Percentage of bid invested at the location** 36%

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### Optional GIS file upload for the location

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### Location 2

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**Enter location postcode** OL1 3BG

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**Enter location grid reference** SD925051

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**Percentage of bid invested at the location** 37%

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### Optional GIS file upload for the location

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### Location 3

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Enter location postcode	OL8 2HS
Enter location grid reference	E: 393525, N:403851
Percentage of bid invested at the location	27%
Optional GIS file upload for the location	

## Select the constituencies covered in the bid

### Constituency 1

Constituency name	Oldham East and Saddleworth
Estimate the percentage of the bid invested in this constituency	100%

## Select the local authorities covered in the bid

### Local Authority 1

Local authority name	Oldham
Estimate the percentage of the bid invested in this local authority	100%

## Sub-categories that are relevant to your investment

Select one or more regeneration sub-categories that are relevant to your investment	Commercial Civic
Select one or more cultural sub-categories that are relevant to your investment	Creative Industries Visitor Economy Heritage buildings and sites
Select one or more transport sub-categories that are relevant to your investment	Active Travel

## Provide details of any applications made to other funding schemes for this same bid that are currently pending an outcome

N/A

## Provide VAT number if applicable to your organisation

GB 149 1670 54

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## **Bidders are invited to outline how their bid will promote good community relations, help reduce disparities amongst different groups, or strengthen integration across the local community**

While Oldham Council has been proactively engaging with deprived communities and creating opportunities for education and employment, the scale of the challenge of 'levelling up' within the borough is vast. Providing new, local opportunities for training, apprenticeships and jobs in green and nature-based businesses will benefit these communities and will help promote Oldham as 'the greenest Borough' in Greater Manchester.

The Northern Roots project is a pioneering approach to creating the UK's largest urban farm and eco-park on 160 acres of greenspace in the heart of Oldham, delivering much-needed greenspace for residents to access leisure, learning and recreation facilities. Situated to the south of Oldham's town centre, the project will integrate into the existing Alexandra Park and the proposed Oldham Greenway, providing residents and visitors with a sustainable way to access this significant greenspace from the amenities and transport connections in the town centre, strengthening integration across the community as well as encouraging active travel and healthy lifestyles.

The Northern Roots Learning Centre will create the opportunity for children and young people to engage with and learn about nature creating a dedicated space that is accessible for all young people to meet and discover more about the environment, promoting good community relations. The educational offering also extends to work experience placements, training courses and apprenticeships, these high-quality learning opportunities for young people will allow them to gain experience outside of the classroom, strengthening integration across the community.

Enhancing 'green' skills through the Learning Centre would support the development of a cluster of Green Technology and Services (GTS) businesses at the Green Shoots Centre; having a local GTS cluster will help retain local talent within Oldham by creating high-skilled job opportunities in the borough. Realising this opportunity would help to alleviate the deeply embedded patterns of deprivation and help to reduce existing disparities within the community by supporting economic recovery through attracting private investment and creating local jobs. The Green Shoots Centre would also create opportunities for individuals to come together and build relationships in an innovative environment.

Connecting these two projects is the Oldham Greenway. The Greenway vision is to create transformational improvements through the provision of sustainable transport, improved connectivity and associated high quality public realm. The project will encourage inclusivity, improving connections between existing communities that are currently divided. This will contribute to Oldham's vision to improve the connectivity to and from existing neighbourhoods, strengthening integration between communities and improve people's daily quality of life and journey satisfaction.

Central to the Oldham Greenway proposals is the creation of 'Jubilee Park' which will provide a new green heart to the town centre, incorporating walking and cycling routes, and a wide range of high-quality public realm spaces, to transform the sense of place. The project provides an innovative opportunity to enhance the local character and its sense of place, creating destinations rather than spaces that currently, people simply pass through. Having inclusive access to safe space will enable the community to strengthen local relationships, provide equal access to green space and strengthen integration between the surrounding communities.

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**Is the support provided by a 'public authority' and does the support constitute a financial (or in kind) contribution such as a grant, loan or guarantee?**

Yes

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**Does the support measure confer an economic advantage on one or more economic actors?**

Yes

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**Provide further information supporting your answer**

Yes (in part) – as detailed in the proposal, the majority of the grant applied for would be used to procure public realm works and a new build Green Technology Centre. All works and activities in respect of these two elements would be carried out in house or competitively procured in accordance with Oldham Council's Contract Procedure Rules, incorporating national public procurement legislation. As such, no economic advantage would be conferred on any economic actors.

Part of the grant would be used to commission a new build education centre. Again, all works and activities would be carried out in house or competitively procured in accordance with Oldham Council's Contract Procedure Rules, incorporating national public procurement legislation. As such, no economic advantage would be conferred in respect of the design and build of the centre.

[REDACTED]

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**Does the support measure confer an economic advantage on one or more economic actors over others in relation to the production of certain goods or services?**

Yes

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**Provide further information supporting your answer**

Yes (in part) - the delivery of the public realm works and a newbuild Green Technology Centre along with the design and build of a new Education Centre would be in accordance with Oldham Council's Contract Procedure Rules, incorporating national procurement legislation and, therefore, there would be no benefit.

[REDACTED]

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**Does the support measure have the potential to cause a distortion in or harm to competition, trade or investment?**

No

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**Provide further information supporting your answer**

No - the delivery of the public realm works and a newbuild Green Technology Centre together with the design and build of a new Education Centre would be in accordance with Oldham Council's Contract Procedure Rules, incorporating national procurement legislation and, therefore, there would be no potential to cause a distortion in or harm to competition, trade or investment.

With regard to the proposed Green Technology Centre, the support measure will provide significant benefits to Oldham due to creating a network of green technology of businesses and skills along with a sustainable public realm network with benefits including tackling deprivation, lack of suitable business facilities, upskilling local residents in a key emerging market of green



technology and improving the overall health and wellbeing of the town centre.



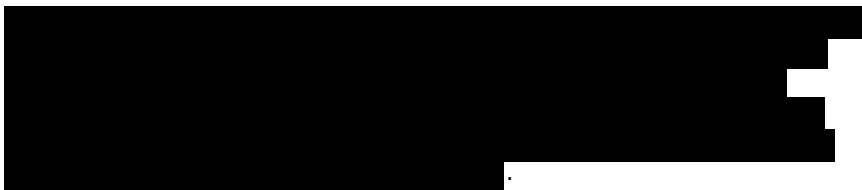
The Education Centre, when operational, will predominantly serve the Oldham locality and is it is unlikely to attract users, customers, visitors from similar offers in Member States or other parts of the UK. It is also unlikely to attract investment from Member States or from other parts of the UK.

Any information and networking opportunities made possible through the centre will be aimed at directly addressing issues and opportunities within the Oldham borough.

Further, even if (in the future) the Centre were to offer conferencing facilities, its location and the potential effect of the subsidy on prices is genuinely unlikely to divert users from other centres in Member States or other parts of the UK.

Further information on the benefits the projects can bring is explored in questions 4.3.1, 4.3.2, 4.3.3, 4.3.4, 4.4.5, 5.1.1, 5.2.1, 5.4.1 and 5.4.2.

With regard to the proposed Green Technology Centre, the support measure will provide significant benefits to Oldham due to creating a network of green technology of businesses and skills along with a sustainable public realm network with benefits including tackling deprivation, lack of suitable business facilities, upskilling local residents in a key emerging market of green technology and improving the overall health and wellbeing of the town centre.



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Further information on the benefits the projects can bring is explored in questions 4.3.1, 4.3.2, 4.3.3, 4.3.4, 4.4.5, 5.1.1, 5.2.1, 5.4.1 and 5.4.2.

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**Will you be disbursing the funds as a potential subsidy to third parties?**

No

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**Has an MP given formal priority support for this bid?**

Yes

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<b>Full name of MP</b>	The Rt Hon Debbie Abrahams
<b>MP's constituency</b>	Oldham East and Saddleworth
<b>Upload pro forma 6</b>	LUF Round 2 Pro forma 6 MP Formal Support Debbie Abrahams Green Tech.docx

**Describe what engagement you have undertaken with local relevant stakeholders. How has this informed your bid and what support do you have from them?**

Create Opportunities for Green Businesses

Oldham Council undertook a study to assess the opportunities for economic growth in Green Technology and Services (GTS) businesses. The study (January 2022), identified 105 local GTS businesses, then engaged through a questionnaire resulting in 18 responses. Responses stated:

“We would like to work with Oldham Council on educating and supporting local businesses with energy management and the pathway to net zero... supporting Oldham Council meet their net zero targets.”

“The Council could also support by deploying central government to help support green tech start-ups and developing better links with the private sector.”

Additionally, 22 interviews were conducted with local stakeholders, (see Appendix G). One of the key recommendations was ‘developing a Green Energy Cluster’ which has informed the bid application accordingly.

Enhancing Green Skills

Extensive consultation was undertaken for the Northern Roots project. Due to Covid-19 restrictions, most of this was hosted virtually on the Place Changers website, a digital engagement platform which specialises in digital outreach to engage with a wider audience. There were two phases of consultation, running between July –September 2021 and then November –December 2021. The first stage received 1619 campaign views, 189 respondents with a 11.67% response rate.

When asked ‘What is most important for you at the Northern Roots site in the future?’ 228 respondents indicated their opinion from a selection of 9 categories, including 16% of votes for education, 12% for health and well-being and 3% for green technology. 63% of 93 responders voted in support of the overall approach to Northern Roots.

Six public facing events have been held to share the project with the local community attended by over 350 people. Northern Roots has created a website and shares information daily on social media, with 3,000 followers across Facebook, Twitter and Instagram who interact with the project team. These engagement activities have directly influenced the plans for the site; responses to the project have been overwhelmingly positive.

Active Travel

Oldham Council has held a public consultation exercise for ‘getting around Oldham,’ as part of the Big Oldham Conversation between 12th October 2021 to 1st April 2022. The consultation received 52 responses, with 52% responding the scheme was positive and 16% mostly positive. Key themes were disability and accessibility, pedestrianisation and cycling and transport, with one response stating:

“I like the idea that the regeneration will bring back the use of a lot of unused buildings and lifting the town out of the dark”

The Big Oldham Conversation also held a consultation exercise for Jubilee Park which received the highest number of respondents ( 422 individual

responses). Masterplans for the park are viewable online, which encouraged residents to respond with their views.

“Green space and wildlife friendly planting are so important for our mental health, general well-being and the environment”

Oldham Council is in the process of analysing the data from the Big Oldham Conversation consultations, the responses from which will help to shape the policy direction and regeneration planning in the borough.

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## Has your proposal faced any opposition?

Northern Roots

As part of the Place Changers website public consultation, concerns and objections were raised which were categorised into four themes:

Noise;

Environment and Biodiversity;

Local Community; and

Security, health and safety.

As part of the second stage consultation held between November – December 2021, respondents declaring objections were minimal, but those raised centred around the development of the site generally, specifically the physical buildings such as the learning and visitor centre, with lack of support for loss of wild open space.

Comments and objections were considered by the project team throughout the design process and have fed into the evolution of the design of the Northern Roots site. The main response was support for the proposed buildings to be located at the northern end of the site, and the southern end to remain largely undeveloped. As an immediate response, the plan reduced the scope of the project area to focus on the northern end of the site until further consultation and consideration had been undertaken.

Active Travel

One of the key areas of concern from the Oldham Big Conversation consultation for Jubilee Park included safety, security and accessibility for disabled users. It was clear that safety was a key concern for local residents:

“A nice idea in theory but potential magnet for antisocial behaviour” and  
“Design in CCTV from inception”

Safety will be at the heart of design, working with the design team and the Designing Out Crime team at GM Police through the design and planning process.

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## Do you have statutory responsibility for the delivery of all aspects of the bid?

Yes

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## Provide evidence of the local challenges / barriers to growth and context that the bid is seeking to respond to

Oldham has a rich heritage as a cotton town and its key role in the Industrial Revolution has shaped both the physical infrastructure and the local identity of

the town. The strong identity gives Oldham the opportunity to lead the way in the net zero carbon era. However, Oldham's industrial legacy, resulting in high levels of deprivation and a low-skilled workforce, has meant existing levels of private investment are insufficient in addressing the acute levels of deprivation in the town.

This bid proposal is set in the context of building back better for Oldham, using this investment to address barriers to growth and support Oldham's ambition to be carbon neutral by 2030 and their commitment to tackling the declared climate emergency in Greater Manchester.

According to the Green Technology and Services (GTS) Evaluation Report 2022, the borough currently lacks any suitable facilities for businesses, creating a significant barrier to attracting investment. Additionally, the UK Competitiveness Index showed Oldham ranked 367th out of 379 local authorities nationwide, demonstrating how the lack of suitable workspace acts as a barrier to attracting investment. With good connectivity to Manchester and affordable rents being the 9th cheapest UK postcode, the borough is an attractive place to set up a business. Oldham Council has also identified an existing GTS market in Oldham.

The Green Shoots Centre would position Oldham as a location for GTS businesses by providing affordable incubator space for start-up businesses to cluster. Realising this opportunity would help to alleviate the deeply embedded patterns of deprivation and disinvestment within Oldham by becoming a green innovation hub; subsequently supporting economic recovery through attracting private investment and creating local jobs.

Relative to other towns in Greater Manchester, Oldham's economy has struggled to diversify from its industrial heritage leading to a low skills base. Only 26.9% of working age residents within the borough are qualified to NVQ4+, whilst 13.3% have no qualifications. It is therefore evident that the economic impacts of industrial decline have and will continue to deepen existing inequalities. In addition, through consultations with Oldham College, it is apparent that there is little understanding of opportunities for careers in the Green Sector.

Investing in the Northern Roots Learning Centre will improve learning opportunities in the borough and further embed 'green' skills through vocational courses; this will offer a pathway for low-skilled workers to re-train and create job opportunities in the green economy.

On average, 46% of residents are in the most deprived area for health and only 29% of young people are active for the daily recommended 60 minutes. The Oldham Greenway and Jubilee Park would respond to the existing inequalities in health and well-being in Oldham by providing sustainable active travel links throughout the Town Centre, improving connections between existing communities and the provision of quality green space, as well as education and employment opportunities. The project would help improve life expectancy rates, by improving air quality, encouraging a modal shift towards active travel and providing accessible recreational space to the wider community.

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## **Explain why Government investment is needed (what is the market failure)**

Key objectives of the bid are to support Oldham's goal of becoming carbon neutral by 2030, create opportunities for Green Businesses to set up and grow, deliver integral public open space, create educational and cultural spaces to support Oldham's green economy and unlock the potential of active travel within the Town Centre. However, there is a clear funding gap 'market failure' (i.e. externality of upfront funding): without LUF funding for Town Centre regeneration and active travel infrastructure, it is unlikely that the proposed interventions would be funded. However, such interventions are required in order to provide Oldham with economic resilience and position the town as a leader in green economic innovation.

Public good: The walking and cycling and public realm improvement through

the Oldham Greenway, Northern Roots and new Jubilee Park are non-excludable non-rivalrous interventions. These public goods are typically provided by the public sector because they would be under-provided if left to market forces. These are typically goods that are provided to be used at no charge, would not be provided by the market alone and therefore outlines the need for government investment. This challenge is particularly notable in Oldham where high rates of deprivation, poor rates of skills development within the labour market, poor linkages with other areas in Greater Manchester and poor existing business facilities reduce the viability for private sector investment. LUF intervention is therefore required to realise the economic and social benefits of these projects which would not otherwise attract private sector investment.

The proposals at the Green Shoots Centre involve the delivery of incubation space creating opportunities for companies to grow flexibly and individuals to come together in an innovative environment. Without the public sector investment, the businesses and individuals that would directly benefit from the space would not be able to leverage enough revenue to sustain the proposals.

Equity failure: As set out in section 4.3.1, Oldham suffers from significant deprivation. Despite links to Manchester City Centre the distribution of highly productive job opportunities and businesses have been skewed towards the City Centre. A regenerated Town Centre provides greater opportunities for employment with a better retail-commercial-leisure mix, benefitting local economic growth and a more diversified economy. Oldham's skills base is inhibited by the lure of higher skilled and higher paid jobs in Manchester City Centre, draining the talent out of Oldham. This is evidenced by a projected 7% fall in the number of people living in Oldham aged 20-29 between 2016 and 2026. LUF intervention is therefore needed to boost the potential for higher skilled jobs and education opportunities within Oldham by providing funding for work and learning space. The Green Shoots Centre provides the opportunity to provide space for these green businesses, and to attract and retain more high-skilled, innovative start-up companies, facilitating a cluster that would act as a catalyst to expanding Oldham's green economy. The Northern Roots Learning Centre would help to strengthen the awareness of environmental issues and skills; this will give rise to a further embedding of 'green' skills in vocational courses

Coordination failure: There is no dominant private owner to act as a champion to pursue the proposed LUF objectives. Coordination failure will very likely lead to a sub-optimal equilibrium in which the private sector is unwilling to invest. The proposed interventions would have a wider, catalytic benefit which could not be commercialised by any single private sector party to justify investment.

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## **Explain what you are proposing to invest in and why the proposed interventions in the bid will address those challenges and barriers**

The interventions proposed are critical to unlocking Oldham's competitiveness and expanding its green credentials as part of a coherent vision to be a leader in the green economy. This in turn will help deliver a catalytic economic and social impact to the local community. Please see the masterplan in Appendix A which shows all the proposed projects and how they geographically link together.

The LUF bid proposed interventions in the following:

Redevelopment of the Rhodes Bank site and planning permission for Green Shoots Centre: Planning permission will be sought for the redevelopment of the Rhodes Bank site, replacing the existing underused car park with a green business centre. The centre will provide 2285sqm of incubator space for green businesses, addressing the current lack of workspace facilities in Oldham.

This site has been selected for the location of the Green Shoots Centre as it is Council owned and can be delivered with relative ease, with no acquisition costs. It also sits on the Oldham Greenway Network adding to its sustainability credentials through a choice of active travel accessibility. It is also within easy walking distance of the Greater Manchester tram network and bus stops at

Oldham Mumps as well as the Town Centre itself.

Finally, it is located on the site of the potential mine water heat extraction point as shown on the masterplan in Appendix D with the potential to expand the centre to allow for the necessary plant and also educational space to sit alongside the future energy from mine water heat. This in turn would link and expand the existing District Heat Network and provide clean energy to a wider range of buildings especially civic and heritage buildings in this southern part of the town centre.

The Green Shoots Centre will create opportunities to address deprivation, unemployment and the insufficient supply of business facilities in Oldham, as set out in section 4.3.2 and further detailed in section 5.1.1. The Green Shoots Centre will provide employment and training opportunities for members of the Oldham community while also raising the profile of Oldham to retain and attract skilled workers.

Oldham Greenway – Walking/Cycling and Public Realm Improvements: provision of additional cycle routes, walking routes and public realm improvements will be established, including connections to the Town Centre and Jubilee Park via a 'mesh' of street scene improvements using the 'Healthy Street' approach.

This project will enhance the spatial links between the peripheral locations and the Town Centre and create an attractive, safe, off-road strategic route that encourages a shift away from car use, promoting the 20-minute neighbourhood principle and enhancing local pride in place.

As part of the appraisal process, 3 network options were identified. The Network Option chosen demonstrates the greatest extent of 'Traffic Free Active Travel' routes possible across the Greenway. Within this option, the routes maximise access to Green Infrastructure, play, sport, public transport, and the Town Centre.

Oldham Greenway will create high-quality public spaces and active travel routes which are anticipated to encourage a shift towards active travel, improve accessibility to nearby centres and create opportunities for members of the community to spend more time outdoors. These outcomes will address current issues of inaccessibility, inactivity and poor health outcomes, as well as support improved mental health and community cohesion. Modal shift to lower-emission active travel as well as the benefits of increased tree-planting for carbon sequestration will help alleviate air quality concerns within Oldham and improve health outcomes associated with better air quality.

Northern Roots – Learning Centre: The Learning Centre consists of five single storey buildings which are all grouped closely together surrounding a communal outdoor teaching space. The buildings have a gross internal floor area of 813sqm. There will also be communal outdoor space for outdoor learning.

The site of the Learning Centre was deliberately chosen as the woodland in this location has been affected by ash dieback, meaning that trees in this area will need to be removed regardless of any building proposal. The retained existing woodland will also enable the buildings to be well screened and nestled within the surrounding landscape.

The Northern Roots Learning Centre will address issues of low skills within the community by providing up to 150 volunteering opportunities and 28 traineeships and apprenticeships per annum which will create opportunities for young people to learn and create local careers in sectors ranging from horticulture and arboriculture to construction, green technologies, visitor services and marketing.

## How will you deliver the outputs and confirm how results are likely to flow from the interventions?

The rationale for the three projects and how they deliver against the LUF criteria is summarised in the Theory of Change. The rationale is set against the local conditions experienced in Oldham in addition to the strategic context against local, regional, and national scales which is explored in further detail in questions 4.3.1, 4.3.2, 4.4.1 and 4.4.2.

Please see the Theory of Change model in Appendix H

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**Theory of change upload (optional)**

Appendix H Theory of Change.pdf

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## Explain how the component projects in your package bid are aligned with each other and represent a coherent set of interventions

Support the delivery of Carbon Neutral Oldham by 2030

The proposed LUF interventions contribute to meeting Oldham's ambitions to be net zero carbon by 2030. Oldham Greenway will reduce car dependency by enhancing active travel links, and therefore improve local air quality. It will connect the Green Shoots Centre, Northern Roots, the town centre and surrounding communities, giving locals and visitors the ability to travel sustainably for work and leisure. Green Shoots Centre will therefore be fully accessible by sustainable modes of travel and will itself be a net zero carbon building.

Create opportunities for Green Businesses and unlock the potential of active travel

Having strong walking and cycling links to the Green Shoots Centre, through the Greenway, will boost its green credentials by providing sustainable access to jobs and subsequently draw in green businesses considering a location with strong environmental credentials.

Enhance Skills in the Green Technology sector

The Learning Centre within Northern Roots would be used as an educational facility to help strengthen awareness of environmental issues and skills; this will give rise to further embedding of 'green' skills through improved learning and apprenticeship opportunities in the borough. Enhancing 'green' skills through the centre would support the development of a cluster of Green Technology and Services (GTS) businesses at the green shoots centre; having a local GTS cluster will help retain local talent within Oldham by creating high-skilled job opportunities in the borough.

The interventions combined, will maximise inclusive economic growth and net zero carbon opportunities in Oldham.

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## Set out how other public and private funding will be leveraged as part of the intervention

Oldham Council will provide a local contribution of 16.4% totally £3,930,000 to show their strong commitment to these projects and the transformational effect they can have to Oldham. The source of this funding is for the Greenway Project from Growth Deal 3. The remaining funding for the projects is being sought from the Levelling Up Fund.

Oldham Council has a number of complementary projects with funding confirmed or being sought from additional public funding sources. These projects are not part of this bid but are important parts of the overall

transformational change happening in Oldham. Please see Appendix I for a table outlining the projects with public funding already received.

Oldham Council is also intending to make two land contributions. Both parcels of land, Jubilee Park for the Greenway project and Rhodes Bank for the Green Shoots Centre project, are within Council ownership. There are no restrictions on the land and are two vacant brownfield sites within the Town Centre. For more detail, please see section 6.1.4.

Whilst not a direct leverage, the development of Jubilee Park (see Appendix B) as part of the Greenway will act as a catalyst at the heart of new Town Centre residential development which is a key aim of the overall vision for Oldham Town Centre (see Appendix A and F). Creating this opportunity has also been enabled through Towns Fund funding.

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## **Explain how your bid aligns to and supports relevant local strategies and local objectives for investment, improving infrastructure and levelling up**

The bid plays a major role in contributing to the Oldham Joint Core Strategy 2011 and GMCA Places for Everyone (PfE) Joint Development Plan 2021 ambition to be a carbon neutral city region by 2038 and its objectives to improve access to green space; the summary below demonstrates the strong strategic alignment.

### Joint Core Strategy Objectives

‘To mitigate and adapt to climate change, and to promote sustainable development in the borough’

The Greenway promotes a sustainable, active travel route, strengthening connections between existing communities and reducing the need to travel by car.

‘To promote economic diversification, growth and prosperity and the sustainable economic regeneration of the borough’

The Green Shoots Centre would tackle deprivation by creating skilled jobs and also encourage and facilitate the development of the emerging, innovative green energy sector, bringing in sustainable investment.

The Learning Centre would strengthen green skills through offering vocational courses which will provide a pathway for low-skilled workers, providing job opportunities in the green economy.

‘To create safer and stronger inclusive communities’

The Greenway and Jubilee Park will improve the health and well-being of residents through the provision of quality and accessible open spaces.

### Places for Everyone JDP Objectives

‘Playing our part in ensuring that Greater Manchester is a more resilient and carbon neutral city-region’

The Greenway promotes a sustainable, active travel route, connecting existing communities to the town centre, reducing car dependency in the area.

The Green Shoots centre would facilitate research and development into improving energy efficiency by creating a cluster of green technology businesses.

The Learning Centre would be used as an educational facility to help strengthen the awareness of environmental issues and skills.

‘Promote the health and well-being of communities’

The Greenway and Jubilee Park would maximise local health benefits by both



improving access to green space and local air quality by reducing car dependency.

#### Policy JP-S-1 'Sustainable Development'

The development of the Green Shoots centre would develop currently underutilised brownfield land rather than promoting unsustainable greenfield development.

#### Policy JP-G-6 'Urban Green Space'

The Greenway and Jubilee Park would take a positive approach to enhancing Oldham's Green Infrastructure Network and create a new high-quality green space with strong active travel links.

The Learning Centre within Northern Roots will comprise communal outdoor space for outdoor learning, enhancing accessibility to green space.

The bid also aligns with the Greater Manchester Environment Plan; the Greenway will encourage higher footfall and cycle trips, encouraging a modal shift to active travel, shifting away from polluting cars and subsequently improving local air quality which is identified as a significant challenge in Greater Manchester.

The proposal is designed to boost economic growth in the Green Technology and Services (GTS) sector in Oldham and will therefore deliver outputs for the Greater Manchester Local Industrial Strategy (GMLIS) and the Oldham Green New Deal. Key contributions will accrue from the cluster of GTS businesses, supporting strong innovation, productivity, workforce development and scaling up businesses in this sector. The Learning Centre also reflects the GMLIS by creating opportunities for learning.

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## **Explain how the bid aligns to and supports the UK Government policy objectives**

The bid plays a major role in contributing to the government's ambitions for a Green Industrial Revolution and its target to achieve Net Zero Carbon by 2050; the summary below demonstrates the strong strategic alignment.

#### Ten Point Plan for a Green Industrial Revolution

The bid proposal will contribute to accelerating the transition to sustainable transport by investing in measures to help pedestrians and cyclists. The project will improve the permeability of the Town Centre, encouraging more visitors to make shorter journeys by walking/cycling in and around the Town Centre, as part of the 20-minute neighbourhood concept.

The Green Shoots Centre would create an incubator hub for green businesses, with the potential to upskill local residents in the sector, supporting ambitions to invest green innovative technologies.

#### Clean Growth Strategy

Investment in the Oldham Greenway would enable cycling and walking to become 'the natural choice' for shorter journeys in the town centre, reducing car dependency and improving air quality.

#### Government's Net Zero Strategy

The proposal would support the commitment to support the development of a competitive supply chain for key green industries in the UK. Expanding the green business cluster in Oldham would create local jobs, create the potential for up-skilling and contribute to achieving net zero carbon targets.

#### Environment Act 2021

The Oldham Greenway would contribute to significant Biodiversity Net Gain in the town centre by enhancing woodland and habitats, using SUDS, creating

tree lined streets, and increasing overall access to open green space.

#### Levelling Up White Paper

The bid supports the ambition to transition to net zero by both encouraging a modal shift to active travel and supporting the growth of green businesses, contributing to the government's ambition for a Green Industrial Revolution.

The Greenway and Jubilee Park would also create new high-quality green spaces within Oldham, boosting local sense of community by strengthening connections between communities and their pride in place, by improving local access to green space and wildlife through a strong green infrastructure network.

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## Alignment and support for existing investments

### Where applicable explain how the bid complements or aligns to and supports existing and/or planned investments in the same locality

The bid would complement the £6.133m Towns Fund investment in the Northern Roots project which works to promote green tourism and improve the perception of Oldham nationally. Northern Roots aims to provide space for smaller green businesses, to showcase the Green Technology and Services (GTS) potential; the Green Shoots Centre will be able to build on this ambition boosting local economic growth. The Greenway will create a strong active travel link better connecting Northern Roots to the town centre and link with the relocation of Tommyfield Market funded under Towns Fund enabling the implementation of Greenway and Jubilee Park.

Investment in the Green Shoots centre would complement proposals for the Minewater District Heat Network on the same site, which would form Phase 2 of the masterplan. There is an opportunity to bid for the Green Heat Network Fund (GHNF), a capital grant that supports the development of new and existing low and zero-carbon heat networks. Being located in close proximity, the Green Shoots Centre could expand to provide educational space to improve education around sustainable heat sources. Once operational, the District Heat Network would power the Green Shoots Centre, enhancing the on-site renewable energy potential of the site.

Please see Appendix F for a geographical diagram of existing and further planned investments in the town centre.

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## Explain how the bid aligns to and supports the government's expectation that all local road projects will deliver or improve cycling and walking infrastructure

The delivery of the project directly contributes to the local (and national) ambition to shift the network dynamic away from private vehicles, towards more sustainable travel. The Oldham Greenway project will create a strategic route for cycling and walking to allow improved provision of active travel infrastructure and accessibility between key destinations around the town centre. This will ensure that the Green Shoots Centre and Northern Roots are genuinely accessible through sustainable modes of transport, contributing to their net zero carbon targets. Targeted interventions to enable more walking and cycling trips, as well as modal shift includes:

Widening existing routes to achieve a two-way cycle lane and generous footpath

Improve cycle and pedestrian crossing facilities

Create segregated cycle lanes

A '5-way' vehicle free junction is created that offers alternative routes to navigate Oldham Way

Reclaim a number of underused traffic lanes to deliver a 750 linear metre, Traffic Free, Active Travel route.

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## Confirm which Levelling Up White Paper Missions your project contributes to

### Select Levelling Up White Paper Missions (p.120-21)

Research and Development (R&D)  
Transport Infrastructure  
Education  
Skills  
Health  
Wellbeing  
Pride in Place

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### Write a short sentence to demonstrate how your bid contributes to the Mission(s)

Research and development – The Green Shoots Centre's incubation space would attract Green Technology and Services (GTS) businesses, creating a cluster where relationships are formed, and information is shared. It creates the opportunity for a green technology network with finance, academia, research, and businesses services to come together, boosting research and development in the green economy sector.

Education – The Northern Roots Learning Centre would help tackle the skills shortage in Oldham by supporting vocational skills and offering a pathway for those with little or no qualifications to learn and enhance their skills.

Skills – Drawing in a cluster of Green Businesses, the Green Shoots Centre would bring higher skilled jobs into Oldham, providing greater opportunities for locals to develop their skills in the Green Energy Sector.

Transport Infrastructure – The Oldham Greenway will create a safe and strategic route for cycling and walking between key destinations around the town centre, improving connectivity both into the town centre and between existing neighbourhoods, encouraging a modal shift towards active travel and providing sustainable access to the Green Shoots Centre.

Health and Well-being – The Oldham Greenway and Jubilee Park would encourage walking and cycling in the town centre and contribute to improving air quality in the area. This modal shift would help to improve life expectancy and health in the area by improving residents' everyday quality of life.

Pride in Place – The Oldham Greenway and Jubilee Park would create a new green heart to Oldham town centre and an attractive green network, improving local's journey satisfaction and their accessibility to green space and biodiversity.

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## Provide up to date evidence to demonstrate the scale and significance of local problems and issues

Oldham faces a series of challenges which negatively impact on residents, visitors and businesses, collectively hindering the its ability to meet its potential as an inclusive hub for green innovation, as set out below.

### Deprivation

30.5% of all neighbourhoods are within 10% of the most deprived neighbourhoods nationally. The borough is ranked the 19th most deprived local authority in the UK.

The unemployment rate in Oldham was 9.2% In 2021, compared to the rate of England at 5.7%.

Youth unemployment as a sub-set of the overall picture was 15.4%.

### Lack of business facilities

The Town Investment Plan (TIP) found that according to the latest BRES data, the town centre accounts for around 45.9% of Oldham's total employment.

However, the proportion of vacant units is 23.8% and the proportion of vacant floorspace is 19.3%.

For lower quality “3 star” office space, (Grades B and C), the average asking rent for GM is around £15.71 per sq. ft compared with £10.23 per sq. ft for Oldham, and Oldham town centre has no Grade A accommodation.

Key sectors in the town centre are health (19.5%), wholesale, motor trades & retail (18.1%) and professional services (15.5%), with a noticeably lower proportion of professional services than most of the GM local authorities. The TIP found that the town centre struggles with the leakage of jobs and spending to nearby towns and central Manchester, as well as failing to attract large numbers of visitors.

The UK Competitiveness Index showed that Oldham ranked 367th out of 379 local authorities nationwide, demonstrating that Oldham is failing to attract new businesses and investors.

#### Skills

Only 26.9% of working age residents within the borough are qualified to NVQ4+, whilst 13.3% have no qualifications

33% of LSOAs are in the most deprived decile for adult skills nationally

Oldham has both a higher proportion of residents with no qualifications and fewer residents holding degree level qualifications compared to GM, North West and national averages (only 26.9% of working age residents are qualified to NVQ4+, whilst 13.3% have no qualifications).

#### Health and well-being

Residents can expect to live 2.3 years less than the average person in England. Male life expectancy is 11 years less in the least affluent compared to the most affluent ward, and female life expectancy is 12.4 years less.

There is currently an AQMA covering Oldham and Greater Manchester due to pollutants (Particulate Matter and NO<sub>2</sub> in particular) linked to the road network, also part of the GM Combined Authority AQMA. (DEFRA)

46% of residents are in the most deprived area for health and 31% in the second most deprived

The Active Lives Survey found that 33% of respondents reported less than thirty minutes of physical activity per week which is higher than the rate for respondents in Greater Manchester (29.7%) and England (27.2%)

Only 29% of young people are active for the daily recommended 60 minutes.

Asthma admissions for children aged 0-9 are 2.6 times that of England.

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## **Demonstrate the quality assurance of data analysis and evidence for explaining the scale and significance of local problems and issues**

Methodical analysis of appropriate data sources was undertaken to identify the most robust evidence underpinning the challenges in Oldham:

The TIP was commissioned by Oldham Council in 2021 to evaluate the challenges within the town and propose projects that address these issues and maximise opportunities for growth. This plan synthesises a range of available data sets and evidence-bases including the ONS datasets, The Retail & Leisure Study (2020), Oldham Council's Housing Strategy, Climate Change Strategy and Local Economic Assessment 2019.

Data on deprivation was drawn from the widely used English indices of deprivation 2019 statistics from the ONS.

Oldham's Local Economic Assessment 2019 of economic performance considers the following themes: Business, Enterprise and Competitiveness; Labour Market and Skills; and Transport and Business Connectivity. This document forms the Council's definitive economic research statement, and the primary evidence-base.

The Oldham Retail and Leisure Study (2020) forms a key evidence base document to inform the review of the Local Plan to 2037. This updates the 2009 Retail and Leisure study and reflects the publication of the NPPF. This document provides recommendations for future planning policy, providing an un-biased view of the post Covid-19 retail and leisure sector.

The Business Register and Employment Survey is distributed by the ONS and provides details of employees in the UK across industry groups, regions and local authority levels. This synthesises a series of data sources including the Labour Force Survey undertaken by the ONS and Experimental Statistics from payrolled employees, sourced from HMRC. This data is updated annually and has been caveated and adapted to accurately capture the impact of Covid-19, providing an up-to-date and fully traceable evidence-base.

DEFRA provides unbiased and up-to-date data on air quality as part of the Government's central website as well as support for Local Air Quality Management Areas. DEFRA uses data supplied by the National Atmospheric Emissions Inventory to assess emissions to the atmosphere from UK sources such as cars, trucks, power stations and industrial plant.

The Active Lives Survey is conducted by Sport England and collects data on the engagement in, and attitudes to, sport and physical activity. This is an Official Statistic, i.e. its findings are produced impartially and free from political influence. The survey covers a sample size of 198,250 people each year, with a minimum sample size for each English Local Authority of 500.

Findings from stakeholder consultation events undertaken for the Northern Roots project, the Big Oldham Conversation and the GTS Sector Evaluation Report 2022 provide recent, focused and qualitative feedback from the community regarding proposed interventions. However, it has been used with an appropriate degree of caution due to the inherent challenges of unbiased feedback from representative samples of the community. Therefore, findings have informed the strategic rationale of the project but have not fed into quantitative data analysis.

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## **Demonstrate that the data and evidence supplied is appropriate to the area of influence of the interventions**

Findings from Stakeholder Consultation events provide qualitative information, targeted to the local area and proposed projects. This provides a clear link to anticipated impacts from proposed projects and presents the views of the communities that would benefit.

Deprivation and Unemployment data was gathered from the 2021 TIP, BRES Datasets and the ONS and assessed at the Local Authority, Ward and Greater Manchester Levels. Oldham's economic profile was put into context and disparities with neighbouring areas were highlighted. Inequalities within Oldham were assessed through the use of more granular data available at the ward level since the scale of influence of the proposed interventions could address current patterns of deprivation and access to green spaces within Oldham itself through job creation, access to learning and volunteering opportunities and the creation of improved public spaces.

Evidence for the provision of business facilities was gathered with a focus on Oldham town centre, through the TIP and 2020 Retail and Leisure Study. A targeted, more granular approach was appropriate in understanding the business environment where the Green Shoots centre will have the greatest immediate impact in terms of job creation.

Air Quality analysis and assessments of health data was undertaken on a local level through the analysis of data associated with Oldham Air Quality

Management Area and ONS data. Due to the nature of the proposed interventions, a local-level analysis was necessary in order to pinpoint the areas in which air quality presents the greatest challenge and where targeted interventions could be most beneficial.

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## **Provide analysis and evidence to demonstrate how the proposal will address existing or anticipated future problems**

A theory of change has been described in question 4.3.4. The table in Appendix H maps the local problems to the anticipated outcomes which will be delivered by the proposed projects. and includes additional analysis and supporting modelled analysis.

The issues and impacts have been grouped into the two categories below covering both the provision of new public open spaces and the implementation of hubs for learning, businesses and innovation.

Green Spaces, Links and Public Realm

Logic Model Issues:

Lack of Access to Green Space

GM Climate Emergency

Poor Active Travel Links

Impact of the Green Technology and Innovation Network

The bid proposal will create over 2 hectares of new public space at the Green Shoots Centre, Northern Roots Learning Centre and Jubilee Park, linked by a network of over 9 kilometres of active travel routes known as the Oldham Greenway. Taken together these projects will demonstrate a step-change in the quality of public realm and green infrastructure within Oldham town centre.

By creating a pleasant, convenient and accessible route for people to travel on foot and by bicycle, the Greenway will encourage a shift towards active travel, with an anticipated 300 additional users per day, which is anticipated to improve the health of local residents by increasing rates of physical activity. Improved sustainable transport links will also strengthen the role of the Green Shoots Centre as an exemplar of green business innovation by attracting sustainability-based businesses and employees who can access the site by low-carbon modes.

Modal shift to lower-emission active travel as well as the benefits of increased tree-planting will help alleviate air quality concerns within Oldham and improve health outcomes associated with better air quality. In particular, tree planting as part of the proposed bid is anticipated to remove SO<sub>2</sub>, NO<sub>2</sub> and PM-10 pollutants.

The proposed bid is anticipated to include the planting of over 690 trees, which will capture approximately 372 tonnes of carbon by 2052, demonstrating that Oldham takes its role in responding to the Climate Emergency seriously while creating an exemplar project for green innovation and education.

Logic Model Outcomes:

Improved Perception of Place

Improved Air Quality

Improved Health of Residents

Increase in Green Tourism

Better Connections Between Communities

Impact Modelling (Full details of benefits modelling is included in section 5.3.2)

Air Quality Impacts of tree planting demonstrating that planting 690 trees will result in a removal of 168 kilograms of SO<sub>2</sub>, NO<sub>2</sub> and PM-10 by 2052.

Health benefits valued at £2,900,000 (2022 prices and values over 30-year appraisal period) are anticipated to occur as the result of an increase of 300 active travel journeys per day attributed to the proposed bid.

Jubilee Park anticipated to attract 271,569 visitors per year, generating a recreation value of £1,200,427 per year and establishing Oldham as a destination for visitors drawn to the educational and recreational facilities at Jubilee Park and the Northern Roots Learning Centre.

Green Economy, Skills and Facilities

Logic Model Issues:

High public sector employment

Lack of high-skilled jobs

High levels of multiple deprivation

Unmet market potential for green businesses

Impact of the Green Technology and Innovation Network

By creating over 2285 sqm of floorspace for new businesses, the Green Shoots Centre will address current challenges relating to unemployment, low skills base, and lack of economic diversification. Together the Green Shoots Centre and Northern Roots Learning Centre will provide employment and training opportunities for members of the Oldham community, creating up to 150 volunteering opportunities per year, which will provide opportunities for members of the community to learn and create local careers in sectors ranging from horticulture and arboriculture to construction, green technologies, visitor services and marketing. These opportunities will help address challenges of sectoral concentration within the public sector and a lack of highly skilled jobs in Oldham to attract and retain talent. The impacts of the Green Shoots Centre and Learning Centre will also provide training, education and employment opportunities to members of the community who experience deprivation linked to education, skills and income.

Logic Model Outcomes:

Increased Numbers of Green Businesses

Improved Economic Competitiveness

Impact Modelling (Full details of benefits modelling is included in section 5.3.2)

Land Value Uplift is anticipated to occur as a result of the proposed project which will support wider economic gain of regeneration to the surrounding community

Creation of 2,285 sqm of floorspace for green businesses to alleviate sectoral reliance on public sector jobs

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## **Describe the robustness of the analysis and evidence supplied such as the forecasting assumptions, methodology and model outputs**

The quantitative approach to inform the value for money has been selected for its robustness and conservatism. The quantified benefits and costs of the proposed projects are presented in base year 2022 real prices (adjusted for inflation) and discounted to appraisal year 2022 using a discount factor of 3.5%, as recommended by the HM Treasury's Green Book guidance and LUF guidance. The appraisal period is 30 years. Please see Appendix FE1 for

further detail.

#### Air Quality

The impact of the project upon air quality was modelled using the B&EST environmental appraisal model, endorsed by DEFRA.

#### Carbon Sequestration

The economic value of the net additional carbon sequestered by the proposed project was calculated using the non-traded price of carbon for each year produced by BEIS.

Carbon Sequestration was calculated based upon the assumption of 300 trees per hectare planted over approximately 2.3 hectares across Jubilee Park, the Green Shoots Centre and the Oldham Greenway, giving a total of roughly 690 trees. This figure was used as the basis for calculation within the B&EST tool.

[REDACTED]

[REDACTED]

#### Wider Land Value Uplift

In order to define properties with a potential for land value uplift, a 450m buffer was defined around the proposed projects. An anticipated uplift of 1% p.a. is applied leading to a Wider Land Value Uplift where discounting has been applied in accordance with TAG Guidance.

#### Active Travel

In the absence of specific local movement surveys, we derived assumptions around the baseline levels of active travel demand and potential future mode shift in and around Oldham by using the Propensity to Cycle Tool (PCT). We used key policy scenarios of Government Target (Equity) and (Near Market), Go Dutch and E-bike.

The in-scope LSOAs have been determined to include LSOAs making up Oldham town centre and the development sites that would be connected by the proposed Greenway, Jubilee Park and associated active travel infrastructure.

#### Wellbeing and Recreational Value

The economic value of attracting visitors to the open spaces offered by the Greenway and Jubilee Park has been assessed using the Outdoor Recreational Value tool (ORVAL).

### **Explain how the economic costs of the bid have been calculated, including the whole life costs**

The economic cost of this proposal has been built up from costs consistent with the financial case (section 6.1). For the purpose of the economic appraisal, the financial costs have been converted from nominal prices to real 2022 prices. GDP deflator of 2% per annum was used to deflate the financial costs to real prices, in line with the Green Book recommendation.



The economic costs are then converted into net present values using the 3.5% discount rate for the first 30 years, recommended by HM Treasury's Green Book.

The table presents the (undiscounted) costs (real 2022 prices) by intervention, source of funding and the associated optimism bias applied to the base costs.

The optimism bias assumptions were derived from the Green Book supplementary guidance on optimism bias<sup>25</sup>. For the Greenway, it has been assumed that the upper optimism bias for capital expenditure is 44%, as the walking/cycling and public realm improvement works has been treated as a standard civil engineering project. An optimism bias of 24% has been assumed for the Green Shoots Centre and Northern Roots, as both projects are being treated as 'standard buildings' category.

Please note, for the purpose of the economic appraisal (and Value for Money assessment), the costs includes both contingency and optimism bias. However, for the funding profile (section 6.1), optimism bias is excluded.

#### The Greenway

Base Costs - £8.68m

Optimum Bias – 44% (£1.6m)

Total undiscounted costs - £6.28m

#### The Green Shoots Centre

Base Costs - £8.81m

Optimum Bias – 24% (£1.08m)

Total undiscounted costs - £7.3m

#### Northern Roots Learning Centre

Base Costs - £6.44m

Optimum Bias – 24% (£0.79m)

Total undiscounted costs - £5.2m

Total capital costs - £23.93m

LUF funding - £20m

Co-funding - £3.93m

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## Describe how the economic benefits have been estimated

### Health benefits from reduced pollution

In addition to removing carbon dioxide from the air, planting additional trees can also capture other pollutants, namely NO<sub>2</sub>, SO<sub>2</sub> and PM-10). The quantum of each pollutant that each tree can capture and store is taken from a study by McPherson et al<sup>1</sup> from 2002 which is used in Ciria's BEST environmental appraisal model<sup>2</sup>, endorsed by DEFRA for environmental

appraisals. An estimate of 300 trees per hectare has been assumed based on calculations for the Northern Roots Outline Business Case which is likely to be representative of density of tree planting throughout the proposed scheme area.

#### Carbon sequestration

Carbon sequestration was calculated using Ciria's BEST environmental appraisal model to calculate the amount of CO<sub>2</sub> gas to be absorbed by the proposed 690 trees. Over the 30-year appraisal period the trees are anticipated to sequester approximately 372 tonnes of carbon.

The economic value of the net additional carbon sequestered by the proposed projects was calculated using the non-traded price of carbon for each year produced by BEIS36. The non-traded price of carbon was selected as carbon trading is limited to heavy industry and accordingly does not include urban regeneration projects such as the proposed scheme.

Carbon Sequestration calculations were weighted to account for potential tree mortality and variations in planting patterns.

#### Wider Land Value Uplift in the area

Research into the impact of greenspace, urban parks and public open space undertaken for the Royal Institute of Chartered Surveyors (RICS) in 2007 found clear evidence of a price premium on residential properties within 450m of a park or public greenspace that ranges from 0.4% to 20% of the property price<sup>3</sup>. This premium is a result of the value placed on proximity to public greenspaces and is a signifier of the value of access to public greenspace for amenity, exercise and wellbeing purposes. While the research undertaken by RICS justifies the application of the range of values to capture this benefit, in order to be cautious and to avoid overstating this benefit a lower figure of 1% and a higher figure of 5% per annum for five years have been chosen.

A high scenario of 5% uplift and a low scenario of 1% uplift has been considered on the land values within Oldham. The use of multiple scenarios demonstrates the range of potential benefits and reflects the cautious approach to the Value for Money appraisal<sup>4</sup>.

#### Health benefits to participants in walking and cycling at the site

The impact of increased activity on the health of participants has been assessed using the DfT's Active Mode Appraisal Toolkit (AMAT). Only the benefits relating to reduced risk of premature mortality and reduced absenteeism have been included in this appraisal. As the additional walking and cycling resulting from the Northern Roots scheme will not be replacing car journeys or interacting with the road network, benefits other than health benefits relating directly to additional levels of walking and cycling have been excluded from the analysis.

#### Wellbeing benefits to visitors

The economic value of attracting visitors to the open spaces offered by the Greenway and Jubilee Park has been assessed using the Outdoor Recreational Value tool (ORVAL). This tool was applied to Jubilee Park, which will provide the majority of recreational open space and therefore will have the strongest attributable benefits. In addition to this monetised benefit, the Northern Roots Learning Centre will have an estimated 270 visitors per day. These visitors are also likely to benefit from wellbeing impacts generated across the projects of the proposed bid. As such, the monetised wellbeing benefit is a conservative estimate, and the total number of visitors is likely to be higher than the findings of the ORVAL assessment.

#### Summary of quantified benefits:

Health benefits from reduced pollution - £167,034

Carbon sequestration - £20,202

Wider Land Value Uplift in area - £53,826,670

Health benefits to participants in walking and cycling at site - £2,900,000

Wellbeing benefits to visitors - £23,995,575

Total - £80,909,481

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## Provide a summary of the overall Value for Money of the proposal

### VALUE FOR MONEY ASSESSMENT

The VfM assessment for this project is based on a thirty-year appraisal period. In line with HMT Green Book 2020 guidance, the benefits from carbon sequestration and health impacts from reduced pollution have been discounted at a rate of 1.5% per annum. All other values have been discounted at a rate of 3.5% per annum. The price base year is 2022. As set out above, the appraisal has utilized three scenarios, a low, central and high scenario, each applying the corresponding values for pollution and carbon, and each reflecting a different number of beneficiaries. This quantitative assessment demonstrates the value of the scheme, under the core appraisal scenario, the conservative and cautious appraisal undertaken on this scheme generates a BCR of 3.71, achieving a BCR rated High under HMT's categorisation matrix. You can view our Value for Money appraisal for the overall package bid and for each individual project within Appendix T.

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Upload explanatory note  
(optional)

Appendix T - Value for Money Appraisal.pdf

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## Have you estimated a Benefit Cost Ratio (BCR)?

Yes

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## Estimated Benefit Cost Ratios

Initial BCR 3.64

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Adjusted BCR

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## Describe the non-monetised impacts the bid will have and provide a summary of how these have been assessed

An improved perception of Oldham as a place to live, work and visit

Replacing neglected sites with new urban parks, business incubation space and a greenway corridor demonstrates that Oldham is attracting attention and investment, creating a town centre which both residents and visitors can be proud. New leisure and employment offerings will help to retain young and skilled residents, vital to secure long-term sustainability in economic prosperity.

The Learning Centre will be complemented by the outdoor recreation and public open space at Jubilee Park and along the Greenway. These projects combine to enhance the public perception of Oldham as a destination which supports green innovation, the natural environment and the health and wellbeing of residents and visitors.

The Green Shoots Centre will expand the perception of Oldham as a destination for green business as it transitions from its legacy as a declining industrial town.

## Becoming a flagship example of green regeneration

The Learning Centre and the Green Shoots Centre will develop new business models which can be adopted by other locations to harness greenspace to benefit people, place and planet. Together, linked by the Greenway and Jubilee park, they are of national significance creating opportunities for local authorities and others to visit and learn from the projects' principles and methods.

## Encouraging children and young people to engage with nature

Northern Roots Learning Centre will offer courses, schools' programmes and workspaces creating a dedicated space that is accessible for all young people to meet and discover more about the environment. The Green Shoots Centre will provide start-up and incubation spaces for new green businesses, which will create an environment for young entrepreneurs to learn, develop and grow while strengthening ties to Oldham. The Greenway will also improve opportunities for participation in physical activity for recreation and transportation in a safe, engaging and accessible manner.

## Local opportunities for volunteering, training and apprenticeships

The Learning Centre will create work experience placements, training courses and apprenticeships, facilitating high-quality learning opportunities for young people allowing them to gain experience outside of the classroom. The 28 traineeships and apprenticeships per annum provide another potential avenue for young people to learn and create local careers. In addition, the Green Shoots Centre will support small start-up businesses, offering new jobs and training opportunities.

## Enhanced opportunities for physical activity and access to nature

Improved provision for walking and cycling support improved mental wellbeing, community participation, and engagement with nature. The improved sporting and leisure infrastructure at Jubilee Park provides opportunities for members of the community to meet new people, improving overall community cohesion.

## Additional Business and Educational Floorspace

The Learning Centre and Green Shoots Centre will create an additional 813sqm of educational floorspace and 2285sqm of incubation floorspace for Green Businesses. This will support the development of local green skills and allow start-up businesses to thrive and grow given the improvement and increase in capacity of facilities in Oldham.

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## **Provide an assessment of the risks and uncertainties that could affect the overall Value for Money of the bid**

The impact of rising material costs, and the risks around programme delays caused by slower supply chains and access to skills, have both been modelled in our economic model.

### Rising material costs

Sensitivity Testing has been undertaken through the presentation of three cost scenarios where the forecast cost of £22,371,349.62 is increased by 10%, 15% or 20%. This leads to scheme costs/resultant BCRs for the Central Benefits scenario of:

Scenario 1: £24,608,484.58 – BCR: 3.3

Scenario 2: £25,727,052.07 – BCR: 3.15

Scenario 3: £26,845,619.55 – BCR: 3.02

### Air Quality and Carbon Sequestration

It is possible that fewer trees may be delivered which would result in less pollution absorption and carbon sequestration. This has been accounted for by using a conservative estimate of the number of trees to be planted of 300 trees per hectare, below the typical density of between 1,000 and 2,500 reported by the NHS Forest scheme's website. Potential tree mortality has also informed the confidence weighting within the BEST tool to account for potentially fewer trees reaching maturity throughout the appraisal period.

Wellbeing and Amenity Value was calculated for Jubilee Park using the ORVal tool, which gives an indicative annual visitor estimate of 271,659. This figure could be subject to change due to recreational preferences of the public, delivery of amenities within the park, wider accessibility and publicity of the new space to bring people to visit, and other subjective factors which may impact the decisions of people to travel to and spend time at Jubilee Park.

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## Upload an Appraisal Summary Table to enable a full range of impacts to be considered

### Appraisal Summary Table 1

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Upload appraisal summary table      Appendix U - Appraisal Summary Tables.pdf

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## Additional evidence for economic case

None selected

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## Confirm the total value of your bid

Total value of bid      £23930000

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## Confirm the value of the capital grant you are requesting from LUF

Value of capital grant      £20000000

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## Confirm the value of match funding secured

£3930000

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Evidence of match funding (optional)

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## Where match funding is still to be secured please set out details below

N/A

---

## Land contribution

**If you are intending to make a land contribution (via the use of existing owned land), provide further details below**

Oldham Council intends to make two land contributions. Both parcels of land, Jubilee Park for Greenway project and Rhodes Bank for Green Shoots Centre project, are within Council ownership (please see Appendices R and S). There are no restrictions on the land and are both vacant brownfield sites within the Town Centre.

[REDACTED]

[REDACTED]

Two subject sites are within the Town Centre boundary and therefore would likely be required to meet higher density housing ambitions which, in Oldham where values are low, creates more challenge surrounding viability.

[REDACTED]

[REDACTED]

[REDACTED]

**Upload letter from an independent valuer**

CBRE Oldham sites letter 02.08.2022.pdf

**Confirm if your budget includes unrecoverable VAT costs and describe what these are, providing further details below**

The Council can confirm that the project budgets do not include unrecoverable VAT costs. The project costings report (shown in Appendix N) includes a costed net VAT figure within the calculations.

**Describe what benchmarking or research activity you have undertaken to help you determine the costs you have proposed in your budget**

The costs for the three proposed projects have been calculated by Rider Levett Bucknall Ltd (RLB). RLB is a global independent construction, property and management consultancy with substantial expertise in providing robust, comprehensive and accurate cost estimates gained through over thirty years as leaders in the Greater Manchester market. This local expertise ensures that the cost estimates provided are tailored to Oldham Town Centre. RLB utilised the extensive masterplanning work across the three projects, which can be found in Appendices A, B, D AND E which has been undertaken by the Council as the basis for their provided estimates. RLB's costings which have informed the bid proposal can be viewed in Appendix N.

Furthermore, to support RLB's work, the Council worked with the Strategic Partnership Agreement, who are an already appointed construction delivery partner who would deliver the Greenway project and have been delivering public realm transformation over the past three years in Oldham, to provide their estimates of costing for the Greenway project. Their estimate was benchmarked against recently completed projects undertaken in Oldham Town Centre. These projects were the improvements to the Southlink Junction and improving connectivity across Albion Street and Henshaw Street [REDACTED]

[REDACTED]. These costings are in line with the RLB costs and further substantiate the bid proposal costings.

In addition, to support RLB's work and the recently submitted planning application for the entire Northern Roots project (FUL/348898/22), the Council appointed Rider Hunt to provide a detailed budget cost plan for Phase 2 of the Northern Roots work. Rider Hunt are construction consultants who provide professional expertise delivered with their extensive local market knowledge. This plan details specific costings for all elements of the Phase 2 of the Northern Roots project with pages 5 to 9 of the report, found in Appendix O, are relevant to the bid proposal as they outline detailed costings of the Northern Roots Learning Centre. Costings include information for all aspects of the construction.

For further costings information please see questions 5.3.1, 5.3.2, 5.4.1 and 5.4.2. Contingency has been included within these costings and further information can be found in question 6.1.7

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## **Provide information on margins and contingencies that have been allowed for and the rationale behind them**

The contingency values account for appropriate construction risk management by incorporating funds for unforeseen delays and cost overruns, as well as accounting for contingency planning by allocating funds which improve the chance of successfully navigating high impact risks.

Contingencies have been calculated per project. These contingencies are in line with the optimism bias considerations outlined in the 'Green Book 2022'. In line with Green Book guidance, as the projects are in the initial planning stage, the upper bound value for optimism bias is used in all cases.

This upper bound contingency estimate is also supported by contingency estimates for inflation, overheads and profit, and construction risk; these are included in addition to the contingency. Based on available information, a contingency of 8.31% is allowed for inflation across the four components. Furthermore, a 6% allowance for overheads and profit are also incorporated. This puts the project in good stead in case of unforeseen events.

Consequently, the contingency estimates account for both risk and optimism bias. In this case risk would encompass events such as structure collapse or consistent unfavourable weather conditions, while optimism bias relates more directly to general contingency estimates which are standard practice for such construction projects.

### **Green Shoots Centre**

[REDACTED]

24% is the upper capital expenditure for standard building projects, as based on historic optimism bias. However, this lower contingency estimate is justified in this case given the straightforward nature of the project, known geography, issues and relevant experience of delivering similar projects. In addition, there is also an included construction risk contingency (~10%) within the costings for this project.

### **Northern Roots**

[REDACTED]

24% is the upper capital expenditure for standard building projects, as based on historic optimism bias. It is important to acknowledge that the 24% contingency outlined for the Northern Roots is below the 24% as recommended by the Green Book. However, this lower contingency estimate is justified in this case given the straightforward nature of the project, known geography, issues and relevant experience of delivering similar projects. In addition, there is also an included construction risk contingency of £789,465 (12.6%) within the costings for this project.

44% is the upper capital expenditure for civil engineering projects, as based on historic optimism bias. It is appropriate to classify the Oldham Greenway project as a civil engineering project. It is important to acknowledge that the 24% contingency outlined for the Oldham Greenway is below the 44% as recommended by the Green Book. However, this lower contingency estimate is justified in this case given the straightforward nature of the projects, largely known geography, issues and relevant experience of delivering similar projects.

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## Describe the main financial risks and how they will be mitigated

The key financial risks identified for the programme are outlined below. These risks (amongst others) are detailed in the risk register appended to this application, please see Appendix K.

### Risk Identification Description and Mitigation

#### Material price inflation due to weak pound

The current economic and geo-political challenges in regard to supply chain constraints, material shortages, and general rising cost of goods and services will be one of the most significant risks to manage in the project. Much consideration has been given to this challenge and allowances made in the development of the financial and economic cases including contingency allowance within all costings. Further information regarding contingencies can be found in question 6.1.7.

#### Client and stakeholder requirements exceeding the budget cost for projects

Oldham Council to continuously engage with stakeholders and delivery partners to understand minimum requirements to avoid the risk of 'gold plated' solutions.

#### Design and Construction Budget

Oldham Council to engage a suitable qualified QS to provide a cost estimate of the works and early contractor engagement.

#### Contractor or major sub-contractor pulls out or defaults

Use of contractors for each of the Green Technology and Innovation Network projects with a track record in delivering similar projects.

#### Not enough quality bidders for construction contract

Oldham Council to have early contractor engagement with those familiar to the Green Technology and Innovation Network projects.

#### Tender Prices much higher than expected

Oldham Council to engage a suitably qualified designer who can advise of areas for cost saving without impacting the overall objectives of the projects.

#### Inaccuracy of cost profiles

Oldham Council have a qualified Quantity Surveyor already in place to advise of project design cost estimates to minimise risk of tender responses being out of budget for each of the three component projects.



## **If you are intending to award a share of your LUF grant to a partner via a contract or sub-grant, please advise below**

Oldham Council plans to share £6.4 million (27%) of the LUF grant with the Northern Roots (Oldham) Ltd charity (charity number: 1196806). This funding will be for the construction of an educational Learning Centre. For more information on the Northern Roots project, please see sections 3, 4 and 5. Their address is Northern Roots (Oldham) Ltd, Alexandra Park Offices, Kings Road, Oldham, OL8 2BH. Their contact telephone number is 01617 703869 and their email address is [northern.roots@oldham.gov.uk](mailto:northern.roots@oldham.gov.uk). Further information about the charity can be found here: <https://northern-roots.uk/>.

The funding would be shared by a funding agreement with the charity. This is in line with subsidy controls and public procurement rules. Northern Roots (Oldham) Ltd's role within the bid has been to provide supporting information and would manage the delivery of the Learning Centre. Oldham Council will continue to organise and manage the procurement for the Northern Roots project, as agreed with the charity.

Northern Roots was initiated by Oldham Council. Over the last five years the Northern Roots project team has been working with experts in business modelling, ecology, urban farming and green technologies and consulting with local communities, to explore what could and should be done on the 160-acre Northern Roots site. The Learning centre will sit within this site. Northern Roots achieved charitable status in 2021 however, Oldham Council are still heavily involved within the charity and are part of the Northern Roots Board.

Oldham Council's continual active involvement in the Northern Roots Board will ensure that the Council can ensure the grant can be spent in accordance with this proposed bid. [REDACTED], as the lead for the Northern Roots project is within the Levelling Up Fund Delivery Team for Oldham and will work with the Council and other project leads to ensure money is spent as proposed within this bid. [REDACTED] will provide monthly updates to the Levelling Up Fund Delivery Team to ensure the grant is managed and spent appropriately. These updates will also be reported to with Oldham Council's Chief Executive team, Senior Reporting Officer and Chief Financial Officer.

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## **What legal / governance structure do you intend to put in place with any bid partners who have a financial interest in the project?**

The one bid partner who has a financial interest in the project is the Northern Roots (Oldham) Ltd Charity (charity number: 1196806). The status of Northern Roots (Oldham) Ltd was fully compliant with all relevant legal regulations with regard to its status as a charity. Engagement is on-going with the Charity Commission to ensure that compliance with relevant legal regulations is maintained throughout the lifecycle of the Northern Roots project.

This relationship and governance structure between Oldham Council and the charity is well established and already delivering successful outcomes to progress the Northern Roots project. The Council is the founder and sole member of the charity. Northern Roots (Oldham) Ltd is directed by an independent board of Trustees charged with ensuring the charity meets its charitable objectives.

The Council is the majority landowner of the Northern Roots site and, as such, will secure assurances and manage risks through the terms of the lease agreed with the Charity. The Northern Roots charity will provide strategic direction and sign-off on actions taken by the council to deliver the project. Once delivery of the works is complete, the Northern Roots charity will take operational control of the site for the operational period. This will require Oldham Council to lease the site in its entirety to the Northern Roots charity for a fixed, long-term period. This will enable the charity to take full control of the operation of the site and provide the charity with the freedom of action required to operate the site in line with both its charitable objects, and the agreed terms as set out in the lease between the council and the charity.

The Council will remain involved in the operation of the site as a minority party as part of the Northern Roots board. This will allow the council to remain informed of any major decisions and to represent the views of the council in the operation of the site, without allowing the council to dominate decision making and ensuring that the independence of the charity is maintained.

The Council will be the accountable body for the capital grants secured to date (from the Towns Fund programme and from Sport England) and will manage the capital build programme and budget of the Learning Centre to a specification agreed with the Charity's Trustees. Oldham Council will work closely with the Northern Roots charity and its board to ensure the project is delivered in line with both Oldham Council's standards for procurement, management and reporting, and with the strategic objectives of the project, in line with the charity's objectives.

The delivery of the Northern Roots project will be led by Northern Roots charity however all procurement will be led by Oldham Council, which will apply its conventional commercial structures and approaches to deliver the project. The delivery phase will require a number of separate procurement events for individual elements of the scheme, each requiring different expertise. Oldham Council will procure outside services where it does not have the internal resource required to deliver specific services. The procurement approach is outlined in questions 6.2.1, 6.2.2.6.2.3 and 6.2.4.

The development of the Northern Roots project to date has seen the appointment of a design team, a quantity surveying team and several technical studies. Each of these external services have been procured and appointed by Oldham Council under specific contracts. These have been successful and supported the development of the project to date. This highlights the strong and effective working relationship between the Council and the Northern Roots (Oldham) Ltd charity.

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## **Summarise your commercial structure, risk allocation and procurement strategy which sets out the rationale for the strategy selected and other options considered and discounted**

### Commercial Structure

The Council is led by the Chief Executive and its senior leadership team. The full organogram can be viewed in Appendix J. The key leader supporting the delivery of the Levelling Up Fund projects would be [REDACTED] the Executive Director of Place and Economic Growth. [REDACTED] forms part of the core delivery team explored in greater detail in question 6.3.4. The core delivery team sit within the Place and Economic Growth team.

### Procurement Strategy

Oldham Council has capacity to deliver the initial phases of the three component projects. The Council already has in place a procurement agreement to deliver the Greenway project, in addition to other public realm and highway improvement projects, with robust procurement plans to deliver Northern Roots and the Green Shoots Centre ready to be implemented. As the Council have already utilised these procurement routes on similar projects, they are at an appropriate scale and nature, covering the full procurement cycle, currently delivering successful transformational change in Oldham. These procurement routes have been informed by the 2021 Sourcing Playbook and Resolution Planning Guidance Note. Oldham's procurement strategy is in line with all legal requirements including the public contract regulations 2015 and 2020 amendments (post EU exit) and the Modern Slavery Act. Further information regarding procurement can be found in the Delivery Plan, found in Appendix M.

### Net Zero Procurement within Oldham

Oldham Council has set an ambitious target for the borough to be carbon

neutral by 2030, as set out in their Green New Deal Strategy 2020. This commitment sets Oldham 8-years ahead of the Greater Manchester target, demonstrating Oldham's ambitious vision to build back greener by cutting their carbon emissions and shifting to a green economy. Therefore, the Council fully supports including Net Zero requirements within their procurement strategy for the relevant delivery stages of the projects. This includes requirements on developing the growth of green skills within Oldham and utilising locally sourced material where possible.

#### Procurement for the Greenway Project

Oldham Council has a Strategic Partnership Agreement already in place to deliver highway and public realm improvements across the Town Centre to support the regeneration of Oldham. Therefore, this agreement can be utilised to deliver the Greenway project and consequently procurement is not required for this project. The Agreement can be viewed in Appendix P. The appointed contractor is aware of the project and has provided indicative costings based on recent work they have completed in Oldham, found in Appendix N.

The Strategic Partnership Agreement contract has been developed in accordance with Oldham Council's procurement procedures that meet legislative and regulatory requirements. Oldham's Rules of Procedure are enshrined in the Council's constitution and to bring forward complex and transformational change outside of market forces, the strategic partnership agreement was created.

The benefit of this is that it will provide an enhanced level of service to the council and improve options available to them, such as:

Allowing engagement with a contractor early in the project planning.

Providing for contractor input to design, risk and programme.

Ensuring that the contractor appointed has appropriate track record to ensure quality is delivered.

Allowing continuity of service through appointment of a single contractor and integration of the Unity Partnership (now integrated into Oldham Council) and Oldham Council Officers.

Increased confidence in the build-up of project costs through the provision of tendered schedules of rates.

Reduced mobilisation time from completion of design.

This will maximise value for money.

The Strategic Partnership Agreement has a reserve supplier in place which can be utilised in the eventuality of the Principal Contractor being insolvent. In addition, the Council can rely on the in-house Council delivery Contractor, Highways Operations as an additional backup to the Strategic Partnership Agreement. To carry out the works, the supplier may not always be available within the timeframes required to complete relevant components of the works and the reserve supplier is also important in this regard. A report has been considered and approved at Oldham Council's Cabinet to delegate authority to the Executive Director of Place and Economic Growth in consultation with the Leader of the Council to award the Strategic Partnership Agreement and a Reserve Partnership Agreement.

The Reserve Supplier is selected if the Supplier is:

Unable to agree a quote with the council.

Unable to meet the required timeframes.

Not showing satisfactory performance through the monitoring procedures.

Is being liquidated or has gone into administration.

If the financial standing of the supplier has changed since they were appointed

in this is would have made a material difference to their appointment.

As a back up to the Strategic Partnership Agreement there are robust procurement procedures in place, as outlined below for the two other bid proposal projects. The existing procurement rules stipulate that “where an existing Contract or Framework Agreement or an in-house service is available to meet the procurement requirement they shall be used”.

#### Procuring for the Northern Roots and the Green Shoots Centre Projects

The procurement and delivery of the Green Shoots Centre and Northern Roots projects will require the appointment of suitably experienced external resource including, project managers/employers' agents; cost consultants; design consultants and other specialist consultants as required, along with main contractors to deliver the schemes. The procurement process for each will be delivered in full compliance with contract procedure rules and the public contract regulations 2015.

Delivery of the Northern Roots and Green Shoots Centre projects will be clearly defined as part of the employers' requirements and subsequent contracts with Oldham Council. The contract will clearly define all delivery requirements, including costs and programme, along with change control arrangements. Project delivery will be managed by the council and the appointed project manager/employer's agent, who will report directly into the Council's Operations Board.

#### Risk Allocation for all Projects

Oldham Council will minimise risk by having a proactive approach to risk management. The approach will focus on taking mitigation action rather than solely making financial provision for risk impacts. Through delivering similar projects over the past five years this approach has been proven to successfully deliver projects. Throughout the development, risks will be identified, treated, monitored and reported with the Council actively managing them.

Throughout the development of the projects the appropriate risk owners will be allocated and tasked with eliminating risks and the same ethos will be taken through to the delivery stage of the projects. A risk register has been developed and is explored in more detail in question 6.1.8 and can be viewed in Appendix K.

#### Contractual Management for all Projects

Contract management for the projects will be undertaken by the council project team, supported by the appointed external project manager/employers agent. Each contract will clearly define the following:

The purpose of the contract.

The roles and responsibilities of each party in relation to the contract.

The length of the contract.

The schedule.

The total cost of the works, broken down by task.

The charging mechanism, the approach by which invoicing shall be undertaken.

Commitments by contractors to report on progress throughout the project.

Land acquisition arrangements.

Break clauses and clauses by which the contract is nullified.

A process by which disputes will be resolved.

A process for correct change control.

**Who will lead on the procurement and contractor management on this bid and explain what expertise and skills do they have in managing procurements and contracts of this nature?**

OMBC will lead on all procurement and contractor management. OMBC has direct experience of managing a range of publicly-funded grant programmes to deliver projects in the district, including:

FHSF projects.

Towns Fund projects including Performance Space.

Purchase and delivery of repurposing the Spindles Shopping Centre.

Delivery for the projects will require the appointment of experienced external resource including, project managers/employers' agents; cost consultants; design consultants and other specialist consultants as required, along with main contractors.

Contracting of projects will be closely managed through an enforceable contract signed by all relevant parties. External legal and other appropriate professional advice will be in place to supplement in-house advice and to support the delivery of the project developed by the Council to support the vision and to assist in the discharge of its fiduciary duties in the exercise of its powers to progress projects. All work carried out/advice given will be governed by and in accordance with the Council's Constitution. Any contracts for the supply of works, goods or services made in the name of the council will need to comply with the Council's Contract Procedure Rules and Public Contract Regulations 2015. All land transactions will need to comply with the Council's Land and Property Protocols. All financial transactions will need to comply with the Council's Financial Procedure Rules.

**The Greenway Project**

The procurement and contractor lead ensuring high quality delivery will be [REDACTED] Oldham's principal engineer who leads on the procurement and contract management of the Oldham Strategic Partnership Agreement. [REDACTED] has successfully managed the agreement delivering transformational projects across Oldham's Town Centre.

The Creating a Better Place Operations Board and Programme Board will provide oversight and strategic management of these projects. This board is already established and working successfully to deliver the Manchester Mayor's Cycling and Walking Challenge Fund. The Programme Board meet monthly to discuss Oldham's wider public realm and active travel projects and are ideally placed to include the LUF projects within their remit.

**The Northern Roots Project**

The lead will be [REDACTED], CEO of Northern Roots and currently leads on delivering Phase 1 of the project and has successfully managed the project over the past two years, developing the Northern Roots project from its inception.

The Regeneration team will lead on procurement on behalf of Northern Roots, as agreed between the Council and Northern Roots. Further information on the relationship between Northern Roots (Oldham) Ltd and the Council are explained in question 6.1.9.

**The Green Shoots Centre Project**

The procurement and contractor lead will be [REDACTED] [REDACTED] [REDACTED] is Oldham's lead on the Green New Deal. [REDACTED] has successfully managed the

implementation of the Council's Green New Deal over the past two years delivering transformational change across Oldham in support of meeting the Council's carbon neutral target by 2030.

Supporting [REDACTED] will be the Strategic Levelling Up Fund Manager [REDACTED] and the Monitoring and Evaluation Manager [REDACTED] both part of the Regeneration and Development teams at Oldham Council.

## **Are you intending to outsource or sub-contract any other work on this bid to third parties?**

Oldham Council has the capacity and the capability to manage the delivery of these three projects. Further information on the experience and skills of the Levelling Up Delivery Team can be found in question 6.3.4. Each project has a dedicated procurement and contract lead which is explored in question 6.2.1. Supporting this team is a wider Regeneration and Development team who can complete any future capacity gaps which are currently unknown. The Council have procurement and risk minimisation strategies in place to manage the delivery of these projects, for more information please see questions 6.2.1, 6.2.2 and 6.2.4.

The Council intends to sub-contract the delivery of the Greenway project to the Council's Strategic Partnership Agreement team. The Strategic Partnership Agreement team has extensive experience in delivering public realm and highway improvement projects across Oldham Town Centre. Through this partnership the team are already appointed and ready to deliver the project. They have delivered high quality and transformational results during the Council's current partnership agreement including improvements to the Southlink Junction and improving connectivity across Albion Street and Henshaw Street. There is ongoing regular dialogue between the Council and the Partnership team, with regular meetings to discuss quality, programme, KPIs and risk mitigation.

The Council intends to sub-contract the delivery of the Northern Roots and Green Shoots Centre project through the robust and proven Council procurement process. The procurement process will be carried out utilising an e-tendering portal such as 'The Chest' which the Council has used regularly. The selection and award criteria will include the following and will be evaluated on a mixture of pass/fail and scored mechanisms across technical and professional ability, relevant experience, project team, delivery of main works, site management and health & safety, social value, commercials/value for money and programme for delivery of the projects. Within this process, KPIs will be agreed that are relevant and valuable to the delivery of the projects. The Council has successfully delivered all the project's masterplanning work (included in Appendix A) through this procurement processes.

## **How will you engage with key suppliers to effectively manage their contracts so that they deliver your desired outcomes**

Oldham Council has a comprehensive and established system in place for managing suppliers, delivery partners and general consultants through mitigating risks, performance management and contact management. This approach has been informed by the 2021 Sourcing Playbook and Resolution Guidance documents.

### **Mitigate Supplier Risks**

A proactive approach to risk management will be taken which will focus on taking mitigation action rather than solely making financial provision for risk impacts. Throughout the development, stage risks will be identified, recorded and actively managed. Prior to appointing suppliers, consultants and delivery partners, the Council will undergo due diligence and check the companies'

financials and economic standing. Throughout the development and delivery of projects, appropriate risk owners will be allocated and tasked with eliminating risks.

#### Performance Monitoring and Continued Improvement

The purpose of the performance monitoring process is to encourage the parties to work together and create a culture of continued improvement throughout the commission. The contractor will be required to take part in performance monitoring where certain criteria will be recorded by the contractor and provided to the Council on a monthly basis. On a three-monthly basis the contractor and the Council will meet to review the recorded performance criteria. The overarching purpose of this meeting will be to:

Address performance shortcomings

Identify successful outcomes and ensure continuity

Encourage innovation

Report on Social Value

In the case of performance shortcomings, the Council will decide what constitutes a performance shortcoming on review of the performance criteria. The Council will require satisfaction that any performance shortcomings are addressed, and the contractor will be required to provide an action plan of how any shortcomings will be managed and improved in the future. Were performance has not improved, the Council may provide a performance warning. If the contractor receives a performance warning, then the Council could award the next Work Order to the reserve contractor.

In the case of successful outcomes, the Client's Representative and Supplier will identify and understand the behaviours and actions that have led to the successes so outcomes can be maintained or improved going forward. The three-monthly performance meeting will also be used as a platform for the parties to introduce innovation and new ideas.

#### Contractual Management

Contract management for the projects will be undertaken by the council project team, supported by the appointed external project manager/employer's agent. Each contract will clearly define the following:

The purpose of the contract.

The roles and responsibilities of each party in relation to the contract.

The length of the contract.

The schedule.

The total cost of the works, broken down by task.

The charging mechanism, the approach by which invoicing shall be undertaken.

Commitments by contractors to report on progress throughout the project.

Land acquisition arrangements.

Break clauses and clauses by which the contract is nullified.

A process by which disputes will be resolved.

A process for correct change control.

The agreement payment structure.

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## Set out how you plan to deliver the bid

Appendix M includes the Delivery Plan and Project Plan which details project planning, governance, risk management, stakeholder consultation and engagement, benefit realisation and assurance.

### Project Planning

Key milestone dates as set out in the Project Plan are based on indicative LUF timings of the application process and each project's construction programmes. This project plan highlights the significant masterplanning, engagement and technical work Oldham Council has undertaken prior to this application, providing a strong basis for these projects. The significant evidence base work already undertaken will allow expedient progression to project delivery over the next three years following the LUF funding award, as set out in Appendix Q (construction programme).

### Project Resources and Management

To ensure the overall delivery of the LUF projects, Oldham Council is committed to providing substantial Council resources through the dedicated LUF Delivery Team as shown in the Delivery Plan.

The Council has put in place an expert team to support the delivery of all elements of bid as set out in question 6.3.4 and with further detail in the Delivery Plan:

Strategic LUF Manager – [REDACTED] (1 PTE)

Monitoring and Evaluation LUF Manager – [REDACTED] (1 PTE)

Northern Roots Project Director- [REDACTED] (1FTE)

Greenway Project Manager – [REDACTED] (1FTE)

Green Shoots Centre Project Manager – [REDACTED] (1FTE)

Additional resources that may be required from external consultant teams and for Oldham Council colleagues will be arranged as required. Further support is also provided to the core LUF Delivery Team from Oldham's strong financial, legal, procurement, communications, and technical teams (such as planning, engineering and highways) to provide specialist support as may be required during project delivery.

### Project Governance

Appendix J sets out the governance structure to support delivery. The governance hierarchy for the delivery of these projects is:

Chief Executive – [REDACTED]

Assistant Chief Executive – [REDACTED]

Executive Director of Place and Economic Growth – [REDACTED]

The LUF Delivery Team (questions 6.2.2 and 6.3.4) will report to [REDACTED] [REDACTED] will provide strong governance to ensure the successful delivery of the projects. This structure will work with the Project Board (question 6.3.5).

Elected members will also be kept informed through interim reports from the Monitoring and Evaluation LUF Manager and shared through the Strategic LUF Manager and the Executive Director. These updates will also be shared with technical stakeholders and in accessible formats for the general public in accordance with Oldham's commitment to engagement and transparency.

### Consents and Statutory Powers

A planning application for Northern Roots was submitted 13th April 2022 (reference FUL/348898/22) which is currently under consideration. Oldham



Council can confirm it has the statutory power to deliver the project. No planning permission has been obtained for the other projects but the Council confirms that it has the statutory power to deliver the projects.

The Council can confirm there are no further outstanding statutory powers required to deliver these projects. Oldham Council own all land required to deliver these projects, shown in Appendix R and S. Adjacent landowners have been notified of the projects and have been given opportunity to comment and feed into proposals.

#### Consultation and Engagement

As the Council progresses these projects to delivery, consultation and engagement with technical stakeholders and the general public will remain a core component and focus of the LUF Team and Oldham Council. The monthly reports will provide regular updates to the Council, which can be shared with local communities through various means including through elected members.

All consultation and engagement events will be in line with the recently adopted Statement of Community Involvement. Further information regarding consultation and engagement with stakeholders can be found within the delivery plan.

#### Reporting

All indicators identified in Table E within the Monitoring and Evaluation Framework (Appendix V) are planned to be collected on a monthly local level with the Monitoring and Evaluation Framework by the LUF Monitoring and Evaluation Manger. These indicator outcomes will be reported monthly to the Strategic LUF Manager who will share these with the Senior Leadership Team at Oldham Council. Every 6 months interim reports will be delivered as outlined to DLUHC. A final evaluation and monitoring report will be delivered once all three projects are completed to provide a comprehensive analysis of the impact of the projects on Oldham.

#### Monitoring and Evaluation

A Monitoring and Evaluation Plan is being prepared for the project and has synergies with the BRP. Please see Appendix V for the full Monitoring and Evaluation Plan and question 6.4.1.

The objectives for this project are set out in the Theory of Change (Appendix H). Logic mapping from the Theory of Change has been undertaken to demonstrate the relationship between scheme outputs (i.e. deliverables), outcomes (i.e. short to medium term results) and anticipated impacts (i.e. longer-term results). The comprehensive framework which will emerge, based on that set out in Table E of Appendix V to include SMART targets set against each measure, specific indicators, data sources, responsible partners and baselines across each of the three evaluations

The logic map also identifies a series of outcomes which are likely to result from the investment. The benefits are clearly stated and measurable at regular intervals within the regular reports mentioned above within the reporting section. A 'before and after' approach has been identified as the primary method of monitoring and evaluation to understand the extent to which these outcomes have been achieved.

#### Procurement, Governance Procedures and Managing Suppliers/Delivery Partners

Oldham Council has a comprehensive and established system in place for managing suppliers, delivery partners and general consultants through mitigating risks, performance management and contact management. This approach has been informed by the 2021 Sourcing Playbook and Resolution Guidance documents. For further information regarding procurement, risk management and working with delivery partners please see questions 6.2.1, 6.2.2, 6.2.3, 6.2.4, 6.3.3 and 6.3.5.

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## Demonstrate that some bid activity can be delivered in 2022-23

Yes, there will be financial spend in Financial Year 2022/23 across the three projects:

Greenway: Two out of the five sections (Northern Roots to Park Road and Park Road to Oldham Way, connecting Northern Roots to the Green Shoots Centre) will be constructed within this financial year.

Northern Roots: There will be spending for site feasibility investigations of the Learning Centre, pending approval of the submitted planning application for the wider site, ahead of construction in 2023-2024.

Green Shoots Centre: There will be the production of the planning application for the Green Shoots Centre within this year, ahead of construction in 2023-2024.

Further information regarding project activity can be found in the construction programme, found in Appendix Q. More information regarding the procurement, delivery of these stages and risk management can be found in questions 6.2.1, 6.2.2., 6.2.3,6.2.4, 6.3.1, 6.3.3 and 6.4.1.

---

## Risk Management: Set out your detailed risk assessment

Oldham Council has a detailed Risk Management Framework in place covering a project's lifecycle (Appendix L). The Framework strategy demonstrates that:

There is a continuous approach to risk management;

There has been a thorough identification of risks;

Oldham Council actively avoid risks and implement mitigation;

Effective communication of risks throughout Oldham LUF Delivery Team; and

Wider governance within the Council is in place to ensure issues can be managed with an appropriate level of authority which will ensure the delivery of the project objectives to cost, quality and time.

The overall responsibility of risk management and updating the risk register monthly is owned by [REDACTED], the Strategic LUF Bid Manager. Project Managers will work with [REDACTED] to ensure all potential risks within the delivery of the three projects are identified and mitigated quickly. The project managers have the day to day responsibility of managing and mitigating risks.

The Comprehensive Risk Register (Appendix K) provides overall risks which could potentially impact all projects. An example of a project specific risk, its potential impact and mitigation measures in place are outlined below. Further information relating to financial risks is provided in question 6.1.8.

The Northern Roots Project

Partnership risk: a delivery partner has yet to be appointed to deliver the Learning Centre. Procurement for the delivery of the project is to be within robust Council processes which have a proven track record of appointing the strongest organisation. However, the tendering process may take longer than anticipated. The impact of this would be an overall delay of the project.

Mitigation measures are in place and already being actioned by the Northern Roots Project Manager to have already planned a construction programme with contingency to appoint a delivery partner in place.

The Greenway Project

Financial Risk: the full funding amount has not yet been achieved to deliver the comprehensive public realm and active travel network improvements which

have been sought after within Oldham Town Centre. A portion of the funding has been achieved through the Manchester Mayor's Walking and Cycling Challenge Fund and through the Growth Deal Three. The Levelling Up Fund would complete the required funding amount. The impact of this risk is the delay in delivery while alternative funds are sought. Mitigation Measures are already in place and being actioned by the Greenway Project Manager to consider alternative funding sources.

The Green Shoots Centre

Operational risk: planning consent is yet to be submitted and approved for the project and has the potential to delay the delivery of the incubation hub and potential increasing inflation costs. There is extensive masterplanning, budgetary and phasing evidence to support the creation of the planning application, planned to be submitted in November 2022. The impact of this risk is the delay in delivery of the project. Mitigation measures are in place and already actioned with ongoing stakeholder engagement to ensure its efficient and effective drafting and approval of the application by the end of 2022.

---

## **Provide details of your core project team and provide evidence of their track record and experience of delivering schemes of this nature**

Oldham Council is experienced at delivering transformational projects to agreed timescales and budget with a strong track record. The Council has the ideal team already in position to deliver the projects which is experienced in providing oversight and project management support to ensure schemes are delivered successfully. The dedicated LUF Delivery Team which comprises internal Oldham team members who are best placed to manage the strategic delivery of the projects in collaboration with appointed Delivery Partners is outlined below.

The Delivery Partners are either already ready to deliver the projects or will be appointed through Oldham Council's procurement procedure (see question 6.2.1)

The Levelling Up Fund Delivery Team

██████████, LUF Manager

██████████ will be responsible for the overall delivery of the three projects and is well placed to fulfil this role based on his recent experiences of delivering the Towns Fund programme. His responsibility is to support the project managers to ensure continued progress and to report to the Director of Place and Economic Growth on the development of the projects. ██████████ will also be responsible for working with legal, financial, human resources and communications teams, and any other Council teams who are required, to ensure the delivery of the projects at a strategic level.

██████████, LUF Monitoring and Evaluation Manger

██████████ will be responsible for the timely collection and reporting of data to DLUHC and is well placed to fulfil this role based on her 18 years of successfully delivering regeneration projects across the North West including within the English Cities Fund and Towns Fund. her responsibility is to support the project managers to ensure continued robust and timely collection of key monitoring and evaluation KPIs to support DLUHC.

██████████, Northern Roots Project Manager

██████████ is the CEO of the Northern Roots Charity and currently leads on delivering Phase 1 of the Northern Roots project. Anna has successfully managed the project over the past two years, developing the Northern Roots project from its inception.

██████████, Greenway Project Manager

██████████ is Oldham's principal engineer who currently leads on the procurement

and contract management of the Oldham Strategic Partnership Agreement. [REDACTED] has successfully managed the agreement over the past four years delivering transformational projects across Oldham's Town Centre including improvements to the Southlink Junction and improving connectivity across Albion Street and Henshaw Street. These projects were on a large scale similar to the three component projects.

[REDACTED], Green Shoots Centre Project Manager

[REDACTED] is Oldham's lead on the Green New Deal. [REDACTED] has successfully managed the implementation of the Council's Green New Deal over the past two years delivering transformational change across Oldham in support of meeting the Council's carbon neutral target by 2030. Therefore, [REDACTED] is ideally placed to manage the project due to his significant expertise and knowledge of the green technology sector within Oldham.

#### The Delivery Partners

The Council intends to sub-contract the delivery of the Greenway project to the Council's Strategic Partnership Agreement team. The team have extensive experience in delivering public realm and highway improvement projects across Oldham Town Centre. The Council will extend the agreement for the next four-year delivery period to ensure these the Greenway project can also be delivered to this high standard.

Oldham Council will sub-contract the delivery of the Green Shoots building and Northern Roots through the Council's standard procurement procedures, which will require the appointment of a suitably experienced contractor. The process of appointment will be carried out via a robust procurement process in line with Council procurement rules and relevant external legislation and regulations. It will be carried out utilising an e-tendering portal such as 'The Chest' which the Council has used regularly. Tender documents will clearly set out the works required, including robust selection and award criteria, evaluation, contract, and instructions for bidding. All tender responses will be evaluated on Most Economically Advantageous Tender (MEAT).

The contract will clearly define all delivery requirements, including budget, timescales, and the approval processes and change control arrangements which will be enforced throughout the delivery period. The Council has successfully delivered all three project's masterplanning work, shown in appendices A, B and D, through this procurement process. Both approaches are explored in greater detail in question 6.2.1.

---

## **Set out what governance procedures will be put in place to manage the grant and project**

At the core of the Council's governance and delivery structure is the Project Board that is responsible for providing overall direction to the project, as well as approving the business cases and the completion of project stages. The Board has a clear duty to ensure that the project is adequately resourced and for monitoring of major project risks and complies with the following Council policies within its constitution as below;

Gateway Review process for all Capital projects

Financial Procedure Rules

Contract procedure Rules

Land and Property protocols

These policies are publicly available on the Council's website in addition the capitals will be reviewed by the Council's internal audit process.

This ensures that the project is ultimately accountable to the Council's elected members, who monitor spending, progress and support in the management of any risks that cannot be fully controlled within the project delivery team. The

Project Board has overall responsibility for the delivery of the project, including ultimate responsibility for:

Financial performance of the project, monitoring of project spend and the issue of financial monitoring reports to funding agencies and the Council's Cabinet as required.

Approving all documents and deliverables of the project.

Signing off on all project delivery stages.

Approving major changes that impact the project.

Overseeing stakeholder management and communications.

Ensuring that adequate resources are available to deliver the project.

Reporting to the Cabinet on the progress of the project.

The Project Board is chaired by the Senior Responsible Officer (SRO) who has executive responsibility for the project and a duty to oversee the delivery of the project and to ensure the project remains technically and financially viable and compliant with the Authority's corporate standards and strategic plans. The SRO is a position of leadership within the Project Board and, as such, will be held by a senior council official with experience in delivering large capital projects for the council. The SRO will have ultimate responsibility for approvals and the decisions of the Project Board.

The Project Board will also contain a person designated as the Senior User. The Senior User is the representative of stakeholders on the Project Board and will oversee the stakeholder management throughout the delivery of the project and chair the User Group. The primary duty of the Senior User is to ensure the project delivers the intended outcomes and benefits for users, providing recommendations for sign-off of design stages and project documents based on their assessment of how the project is progressing with regard to its delivery of key outcomes and benefits for end users.

The Project Board's day-to-day client liaison with the project team will be overseen by the Project Sponsor. The Sponsor is responsible for project assurance, maintaining focus of the project team on the required objectives, authorising expenditure within delegated levels of authority and act as the client representative for the scheme. The Project Sponsor will be responsible for the strategic alignment of the project during delivery, ensuring proposed changes are checked against effects on aims, benefits and critical success factors.

The Project Sponsor is the primary point of contact between the Project Board and the Project Manager. This role includes ensuring that instructions and decisions made by the Board are shared with the Project Manager and approving all management processes and procedures with the Project Manager.

The Project Manager will run the project on a day-to-day basis on behalf of the Council, with the primary duty of delivering the project within the required constraints of quality, cost, time, and risk. The Project Manager will also be tasked with ensuring the project can achieve the benefits defined in the project brief. As the primary project lead, the Project Manager is responsible for managing the drawdown of professional fees and monitoring the performance of external consultants against their appointment criteria. The Project Manager is the chair of the Project Team and responsible for the production of highlight, exception and end stage reports. The Project Manager is also required to provide 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.

Through this structure, the project will be delivered in line with the pre-agreed budget and schedule. This structure provides both vertical and horizontal lines of accountability where each person and organisation involved in the project's delivery must report on progress, spend and outcomes regularly. This process

can ensure that the project is delivered correctly and achieves its stated ambitions.

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## **If applicable, explain how you will cover the operational costs for the day-to-day management of the new asset / facility once it is complete to ensure project benefits are realised**

All three projects and the facilities and services they create are financially sustainable and provide considerable value to Oldham. Oldham Council has ensured that all operational costs for the day-to-day management and ongoing maintenance of the projects are organised with operational plans in place. No further fundraising is required to support the future operation of these assets. This will ensure that the benefits of the projects are fully realised for the local communities within Oldham.

### **The Northern Roots Project**

The Northern Roots charity will take operational control of the Learning Centre in addition to the entire Northern Roots site. Oldham Council plans to lease the site in its entirety to the charity for a fixed, long-term period, which will provide the freedom of action required to operate the site in line with both its charitable objectives, and the agreed terms as set out in the lease. The cost of operating and maintaining the Centre will be covered by the charity's funding programme from donors, grants from organisations such as Sport England and funding for Phase 1 of the project's plans from the Towns Fund programme.

The Learning Centre will cater for local nurseries, schools, Oldham College and adult training courses and with existing strong links, opportunities are already being explored.

The charity currently successfully maintains and operates two growing hubs and future operation of the site and Learning Centre will use this same approach with capacity within the Northern Roots charity (including staff capacity for utility and landscape upkeep, administrative organisation, leadership and technical roles such as teaching) and funding to expand to manage all planned future assets on the site. Therefore, the Council and Northern Roots Charity are confident they can take on the operation of the Learning Centre.

### **The Greenway Project**

Oldham Council will deliver the ongoing maintenance responsibility to ensure future enjoyment of the Greenway project. Oldham Council has an extensive Parks and Green Spaces team who already successfully maintain Oldham's existing public green spaces who have the capacity and capability to take on the public realm created as part of the project.

Similarly, the Council's Highways team already maintains the road network within Oldham to a high standard and have capacity to take on the maintenance of the active travel elements created within this project, covered by internal department budgets as already agreed. Therefore, the Council are confident they can take on the maintenance of the Greenway.

### **The Green Shoots Centre Project**

Oldham Council will take on the ongoing maintenance and operational costs of the Centre. The Council proposes for this centre to be not-for-profit, with all rents received to support its future operation. The Council will retain ownership and will not lease or sell the asset to a third party.

The Council will rent out the business incubation spaces to local green technology businesses at a subsidised rate. The spaces will be unfurnished to allow for flexibility and creativity. Meeting rooms will be available to rent to further contribute to the upkeep of the centre. The operational costs of the centre will be further minimised due to the renewable electricity generated by the solar PV panels. The ambition will be for the system to generate enough

electricity to power the building all year round, with the surplus generation in the summer outweighing the deficit in the winter. Tenants can therefore be offered near-zero or absolute zero energy bills, further improving the competitiveness of their operations and their credentials as startup Green Technology and Services Sector businesses.

Third party external providers will run the proposed café in addition to a cleaning team to maintain the wider Centre. Both external providers will be locally based. The Council have planned for the Parks and Green Spaces team, who already successfully maintain Oldham's existing public green spaces, to take on the maintenance of the public realm and planting surrounding the Centre.

This model replicates that Council's Prudential Assurance Building for the creative and digital industries as secured by Future High Street Funding and the Council is confident they can take on the operation of the Green Shoots Centre following this successful precedent.

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**Upload further information  
(optional)**

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## **Set out proportionate plans for monitoring and evaluation**

Oldham Council want to achieve lasting, transformational impacts resulting in increasing investment, visitors and businesses with enhanced active travel and perceptions of Oldham. To ensure this will take place from the LUF, the Council has put in place robust monitoring and evaluation measures. The projects will be monitored throughout their life cycles following the logic model developed for the projects and the identified indicators. The key learning and evaluation questions the Council want to monitor and understand is to analyse the effectiveness of the three projects on Oldham, investigate the primary impacts and additional outcomes of the three projects and evaluate the success of the implementation methods to support future projects within Oldham.

### **M&E Objectives**

In line with the Magenta Book, Oldham Council is committed to undertaking monitoring of public expenditure, in order to help demonstrate the societal value of investments, and indeed, if outputs, outcomes or impacts are not delivered upon as expected, take lessons learnt and apply them to future projects. The objectives for this project are set out in the Theory of Change (Appendix H). Dominique will ensure as part of her role that spending is monitored and in line with the Magenta Book, working with the three project managers and keeping the LUF Manager and the Council's wider Senior Leadership Team informed.

### **The Monitoring and Evaluation Framework**

To do this, the M&E Framework includes impact, value for money and process evaluations covering all three projects, following the Treasury Magenta Book best practise and to match DLUHC's programme level evaluation.

The M&E Framework ensures ongoing monitoring of the three projects at the local level and evaluation of Oldham's overall LUF programme. The Theory of Change model (Appendix H) underpins the M&E Framework (see Table E of Appendix V). KPIs have been drawn from the activity, output, outcome and impact channels and shown in Table E of Appendix V, and as the projects are taken forward, the measures will be developed further. The comprehensive M&E Framework which will emerge, based on that set out in Table E of Appendix V and are outlined below, to include SMART targets set against each measure, specific indicators, data sources, responsible partners and baselines across each of the three evaluations:

### **Oldham's Impact Evaluation**

The impact evaluation will analyse the primary impacts and additional outcomes of the three projects and the difference this has made to Oldham.

This evaluation will consider the tangible benefits created and how these have impacted Oldham, for example the created public realm, cycle ways and new trees planted.

#### Oldham's Value for Money Evaluation

The value for money evaluation will analyse the primary impacts and additional outcomes of the three projects to understand if the projects have utilised resources effectively within Oldham. The Green Book will be considered when creating the more detailed framework and delivery of the evaluation. This evaluation will consider the benefits and costs to Oldham's economy, for example the office space created, the increase in Town Centre footfall and change in business investments.

#### Oldham's Process Evaluation

The impact evaluation will understand the level of successful implementation of the three projects and what could be improved for future projects within Oldham. This evaluation will consider how projects have been implemented and the value their delivery to the town for example the change in the general public, business and visitor perceptions of Oldham have changed.

#### M&E Governance

The LUF Monitoring and Evaluation Manger, [REDACTED], who is part of the LUF Delivery Team, will be assigned the task of keeping in regular contact with the delivery partners in order to track and monitor the delivery of the project in relation to the M&E Framework. They will also have responsibility for regular reporting to the Strategic LUF Manager, [REDACTED], who will then share this information with the Director of Place and Economic Growth and the Council's wider Senior Leadership Team.

As the project is completed, this role will need to ensure the outcomes of the project are also closely monitored in line with the Framework and Theory of Change. [REDACTED] will also oversee this role and ensure quality and continuity in data collection and reporting. [REDACTED] will work with the already established Authorities Monitoring Report team as part of the Planning Department for support in collecting the data.

Data collected will be accurate and timely as Oldham Council is fully committed to appropriately resourcing this important element of the Levelling Up Fund programme to ensure its success. Monitoring and evaluation costs will be entirely covered under existing budgets. The Council collect data on a number of key metrics relating to high street performance, including high street vacancy rates, employment and deprivation. The council will incorporate the monitoring and evaluation of the LUF into the existing monitoring programme and budgets. This provides value for money through utilising existing budgets to deliver efficiency for both the Council and the Levelling Up Fund.

Many of the required data sources are currently readily available such as details regarding vacant properties, and some will require additional research for example the monitoring of user perception of the town centre. Increased footfall will be tracked and measured via footfall counters. Several are installed across the town centre and these will be used to monitor footfall levels before and after development. Using this information, the benefit to the town can be calculated.

#### M&E Deliverables

All indicators identified in Table E within the M&E Framework (see Appendix V) are planned to be collected on a monthly local level with the M&E Framework by the Levelling Up Fund Monitoring and Evaluation Manger, [REDACTED]. These indicator outcomes will be reported monthly to the Strategic LUF Manager, [REDACTED], who will share these with the Senior Leadership Team at Oldham Council. Every 6 months interim reports will be delivered as outlined by DLUHC. A final evaluation and monitoring report will be delivered once all three projects are completed to provide a comprehensive analysis of the impact of the projects on Oldham.



## Senior Responsible Owner Declaration

Upload pro forma 7 - Senior Responsible Owner Declaration	LUF Round 2 Pro formas V6.1 Proforma 7 SRO Declaration Green Technology.pdf
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## Chief Finance Officer Declaration

Upload pro forma 8 - Chief Finance Officer Declaration	LUF Round 2 Pro formas V6.1 Proforma 8 Chief Finance Officer Declarations Green Technology.pdf
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## Publishing

URL of website where this bid will be published	oldham.gov.uk
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## Additional attachments

### Additional file attachment 1

Upload attachment	Appendix A - 2861-ID-001-13-Oldham Green Corridor (1) (1).pdf
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### Additional file attachment 2

Upload attachment	Appendix A - Oldham Greenway Masterplan.pdf
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### Additional file attachment 3

Upload attachment	Appendix B - Jubilee Park Masterplan.pdf
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### Additional file attachment 4

Upload attachment	Appendix C Green Shoots Centre location Plan.pdf
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### Additional file attachment 5

Upload attachment	Appendix D - Green Shoots Masterplan.pdf
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### Additional file attachment 6

Upload attachment	Appendix E - Northern-Roots-Masterplan-Buildings-Update-April-2022.pdf
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### Additional file attachment 7

Upload attachment	Appendix F - Town Centre Overview Rev A.pdf
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### Additional file attachment 8

Upload attachment	Appendix G - List of Stakeholder Interviews.pdf
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### Additional file attachment 9

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**Upload attachment** Appendix I - Match Funding secured through Northern Roots.pdf

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**Additional file attachment 10**

**Upload attachment** Appendix J - Oldham Council Senior Leadership Team.pdf

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**Additional file attachment 11**

**Upload attachment** Appendix K - Oldham Council LUF Risk Register .pdf

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**Additional file attachment 12**

**Upload attachment** Appendix L - Oldham Council Risk Management Framework November 2019.pdf

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**Additional file attachment 13**

**Upload attachment** Appendix M - Oldham Delivery Plan .pdf

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**Additional file attachment 14**

**Upload attachment** Appendix N - LUF Green Bid Order of Cost Rev 3.pdf

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**Additional file attachment 15**

**Upload attachment** Appendix O - Northern Roots Phase 2 Works - Stage 3 Budget Cost Plan, 30.5.22.pdf

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**Additional file attachment 16**

**Upload attachment** Appendix P - Strategic Partnership Framework Information.pdf

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**Additional file attachment 17**

**Upload attachment** Appendix Q - Oldham Levelling Up Fund - Construction Programme.mpp.pdf

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**Additional file attachment 18**

**Upload attachment** Appendix R - Jubilee Park - Land Ownership.pdf

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**Additional file attachment 19**

**Upload attachment** Appendix S - Oldham Greenway Corridor - Land Ownership.pdf

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**Additional file attachment 20**

**Upload attachment** Appendix T - Value for Money Appraisal.pdf

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**Additional file attachment 21**

**Upload attachment** Appendix U - Appraisal Summary Tables.pdf

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**Additional file attachment 22**

**Upload attachment** LUF Round 2 Pro formas V6.1 Proforma 5 Sec 151 Officer Green Technology.pdf

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**Additional file attachment 23**

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<b>Upload attachment</b>	Appendix V - LUF_Package_Bid_Costings__Planning_Workbook_V2.00 010822.xlsx
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**Additional file attachment 24**

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<b>Upload attachment</b>	Debbie Abraham MP Letter of Support MP Letter of Support Green Tech pdf
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**Additional file attachment 25**

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<b>Upload attachment</b>	JM37414 - Green Technology and Innovation Network Support Letter from Jim McMahon.docx
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## **Project 1 Name**

Green Shoots Centre

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## **Provide a short description of this project**

The business centre, named the Green Shoots Centre, would incorporate an incubation hub for local green businesses and would emphasise Oldham's green energy ambitions. The centre would support local green energy businesses by providing free, renewable energy and incubation space, giving them a competitive advantage, and allowing Oldham to grow its green energy sector. The centre would be a net-zero carbon building, powered by in house renewable energy sources.

---

## **Provide a more detailed overview of the project**

To achieve the ambition to achieve net zero carbon by 2030, there is a need to incubate and support Green Technology and Services (GTS) businesses and address the current lack of suitable facilities for existing businesses. The proposed Green Shoots Centre would incorporate an incubation hub for local GTS businesses and accelerate economic growth. The centre would be a net-zero carbon building, powered by renewable energy sources and provide free energy for local GTS businesses. Investment in the centre would therefore address the lack of suitable workspace in Oldham, removing this existing barrier to growth in the borough.

The Green Shoots Centre would be a key destination of the Oldham Greenway, which will provide strong walking and cycling links between existing communities and the town centre. Having strong walking and cycling links to the Green Shoots Centre will boost its green credentials by providing sustainable access to jobs and subsequently draw in green businesses considering a location with strong environmental credentials.

The Learning Centre within Northern Roots would be used as an educational facility to help strengthen the awareness of environmental issues and skills. Enhancing 'green' skills through the learning centre would support the development of a cluster of GTS businesses at the Green Shoots Centre; having a local GTS cluster will help retain local talent within Oldham by creating high-skilled job opportunities in the borough.

The proposals combined will maximise inclusive economic growth and net zero carbon opportunities in Oldham.

---

## Provide a short description of the area where the investment will take place for this project

The surrounding area is predominantly in industrial or commercial use and occupied by surface level car parks, but forms part of the wider regeneration area of Oldham Council – including the regeneration of the 3.5ha Oldham Mumps site, opposite the Rhodes Bank site, into new homes.

---

## Transport project location details for this project

The Oldham Greenway will cover multiple locations which are demonstrated in Appendix A. This intervention will comprise 36% of the LUF investment.

All of the proposed interventions will be located within Oldham Borough Council's area.

---

## Further location details for this project

### Project location 1

Postcode	OL1 1UA
Grid reference	Easting: 393168, Northing: 404977
Upload GIS/map file (optional)	
% of project investment in this location	37%

---

## Select the constituencies covered by this project

### Project constituency 1

Select constituency	Oldham East and Saddleworth
Estimate the percentage of this package project invested in this constituency	100%

---

## Select the local authorities / NI councils covered by this project

### Project local authority 1

Select local authority	Oldham
Estimate the percentage of this package project invested in this Local Authority	100%

---

## What is the total grant requested from LUF for this project?

£8810000

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## What is the proportion of funding requested for each of the Fund's three investment themes?

Regeneration and Town Centre	100%
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Cultural	0%
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Transport	0%
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## Confirm the value of match funding secured for the component project

£0

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## Provide details of all the sources of match funding within your bid for this component project

There is no match funding for this component project.

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## Value for money

The VfM assessment for this project is based on a thirty-year appraisal period. In line with HMT Green Book 2020 guidance, the benefits from carbon sequestration and health impacts from reduced pollution have been discounted at a rate of 1.5% per annum. All other values have been discounted at a rate of 3.5% per annum. The price base year is 2022. As set out above, the appraisal has utilised three scenarios, a low, central and high scenario, each applying the corresponding values for pollution and carbon, and each reflecting a different number of beneficiaries. An initial BCR has been calculated at 3.71.

Value for Money appraisal

Discounted benefits

Wider LVU - £17,942,223

Recreation - £11,997,787

Air quality - £83,517

Carbon - £10,101

Active travel benefits - £3,278,719

Total - £33,312,347

LUF - £4,750,000.00

Other public sector funding - £3,930,000.00

All public sector funding - £8,680,000.00

Private sector funding - £0.00

Initial BCR – 3.95

NPV - £24,632,347

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## BCR and value assessment

<b>If it is not possible to provide an overall BCR for your package bid, explain why below</b>	Please see question 5.5. for an explanation of the overall BCR of the package bid, with the three projects creating a BCR of 4.02
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## Benefit Cost Ratios

Initial BCR	4.02
Adjusted BCR	4.02

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## Non-monetised benefits for this project

Replacing neglected sites with a business incubation space demonstrates that Oldham is attracting attention and investment, creating a Town Centre which both residents and visitors can be proud of. New employment offerings will help to retain young and skilled residents who are vital to secure long-term sustainability in the economic prosperity of the town.

The Green Shoots Centre will expand the perception of Oldham as a destination for green business as it transitions from its legacy as a declining industrial town.

The Green Shoots Centre will develop new business models which can be adopted by other locations to harness greenspace to benefit people, place and planet. It is of regional and national significance creating opportunities for local authorities and others to visit and learn from the project's principles and methods.

The Green Shoots Centre will provide start-up and incubation spaces for new green businesses, which will create an environment for young entrepreneurs to learn, develop and grow while strengthening ties to Oldham.

The Green Shoots Centre will support new jobs, which will support small start-up businesses to thrive and grow, offering new jobs and training opportunities to people in Oldham.

The Green Shoots Centre will create an additional 2285sqm of incubation floorspace for Green Businesses. This will support the development on local green skills and allow start-up businesses to thrive and grow given the improvement and increase in capacity of facilities in Oldham.

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## Does this project include plans for some LUF grant expenditure in 2022-23?

Yes

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## Could this project be delivered as a standalone project?

Yes - the project could be delivered as a standalone project

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## Demonstrate that activity for this project can be delivered in 2022-23

Oldham Council can confirm that a portion of the LUF grant funding will be spent within the 2022/2023 financial year. The Council intend to submit a planning application for the Centre November 2022, with construction due to start April 2023.

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### Statutory Powers and Consents

List separately below each power/consents etc. obtained for this project

No planning permission has been obtained for the Green Shoots Centre, but Oldham Council can confirm it has the statutory power to deliver the project. This application for funding will help to fund the delivery of the planning application and implementation of this project.

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Upload content documents (optional)

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### Outstanding statutory powers/consents

Oldham Council can confirm there are no outstanding statutory powers.

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### Project 2 Name

Oldham Greenway

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### Provide a short description of this project

The Greenway project will create a sustainable movement network through town centre incorporating the new Jubilee Park, linking to the Green Shoots Business Centre, through to Northern Roots. It will provide an opportunity to develop green tourism, building on the Northern Roots project, improving connections between existing communities and attracting more visitors and investment to the town centre. The Greenway project and development of Jubilee Park would enhance the local green infrastructure network and facilitate a modal shift towards active travel, helping to improve local residents' life expectancy.

---

### Provide a more detailed overview of the project

The Oldham Greenway will create an attractive, strategic route for cycling and walking between key destinations around the town centre, bringing the 20-minute neighbourhood concept to life. One of the key destinations will be the new Jubilee Park which will provide a new green heart to Oldham town centre and provide a catalyst to further town centre development particular a focus for new residential development. The project will establish Oldham as a sustainable, low carbon destination, enhancing its green infrastructure network and facilitating a modal shift to active travel.

The Oldham Greenway will connect the Green Shoots Centre and Northern Roots to the town centre and to surrounding communities, giving locals and visitors to ability to travel sustainably for work and leisure. The Green Shoots Centre would therefore be well-connected in terms of active travel and public transport links, boosting its green credentials and therefore drawing in green businesses.

---

## Provide a short description of the area where the investment will take place for this project

The Oldham Greenway will create a green network throughout Oldham town centre, linking a number of key destinations in the town, including Northern Roots, Jubilee Park, Parliament Square and Oldham Edge. The below figure outlines the locations for the proposed interventions, including the location of Jubilee Park.

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## Transport project location details for this project

The Oldham Greenway will create a green network throughout Oldham town centre, linking a number of key destinations in the town, including Northern Roots, Jubilee Park, Parliament Square and Oldham Edge. The below figure outlines the locations for the proposed interventions, including the location of Jubilee Park.

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## Further location details for this project

### Project location 1

Postcode	OL1 3BG
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Grid reference	SD925051
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### Upload GIS/map file (optional)

% of project investment in this location	36%
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## Select the constituencies covered by this project

### Project constituency 1

Select constituency	Oldham East and Saddleworth
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Estimate the percentage of this package project invested in this constituency	100%
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## Select the local authorities / NI councils covered by this project

### Project local authority 1

Select local authority	Oldham
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Estimate the percentage of this package project invested in this Local Authority	100%
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## What is the total grant requested from LUF for this project?

£4750000

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## What is the proportion of funding requested for each of the Fund's three investment themes?

Regeneration and Town Centre	50%
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Cultural	0%
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Transport	50%
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## Confirm the value of match funding secured for the component project

£3393000

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## Provide details of all the sources of match funding within your bid for this component project

Whilst not a direct leverage, the development of Jubilee Park (see Appendix B) as part of the Greenway will act as a catalyst at the heart of new Town Centre residential development which is a key aim of the overall vision for Oldham Town Centre (see Appendix A and F). Creating this opportunity has also been enabled through Towns Fund funding.

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## Value for money

The VfM assessment for this project is based on a thirty-year appraisal period. In line with HMT Green Book 2020 guidance, the benefits from carbon sequestration and health impacts from reduced pollution have been discounted at a rate of 1.5% per annum. All other values have been discounted at a rate of 3.5% per annum. The price base year is 2022. As set out above, the appraisal has utilised three scenarios, a low, central and high scenario, each applying the corresponding values for pollution and carbon, and each reflecting a different number of beneficiaries. An initial BCR has been calculated at 3.71.

Value for Money appraisal

Discounted benefits

Wider LVU - £17,942,223

Recreation - £11,997,787

Air quality - £83,517

Carbon - £10,101

Active travel benefits - £3,278,719

Total - £33,312,347

LUF - £4,750,000.00

Other public sector funding - £3,930,000.00

All public sector funding - £8,680,000.00

Private sector funding - £0.00

Initial BCR – 3.95

NPV - £24,632,347

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## BCR and value assessment

If it is not possible to provide an overall BCR for your package bid, explain why below

Please see question 5.5. for an explanation of the overall BCR of the package bid, with the three projects creating a BCR of 3.64

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## Benefit Cost Ratios

Initial BCR 3.95

Adjusted BCR 3.95

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## Non-monetised benefits for this project

Replacing neglected sites with new urban parks and a greenway corridor demonstrates that Oldham is attracting attention and investment, creating a Town Centre which both residents and visitors can be proud of.

Improvements in the recreational offering include outdoor recreation and public open space at Jubilee Park and along the Oldham Greenway. These projects come together to enhance the public perception of Oldham as a destination which supports green innovation, the natural environment and the health and wellbeing of residents and visitors.

The Oldham Greenway will link together the Northern Roots Learning Centre, the Green Shoots Centre and Jubilee Park, which are of regional and national significance creating opportunities for local authorities and others to visit and learn from the project's principles and methods.

The Oldham Greenway will also improve opportunities for both children and adults to participate in physical activity for recreation and transportation in a safe, engaging and accessible manner.

In addition to the health benefits of active travel as calculated in section 5.4.1, improved provision for walking and cycling such as the Oldham Greenway and Jubilee Park support improved mental wellbeing, community participation, and engagement with nature.

The role of team sport can help develop key cognitive skills in childhood, including improved academic grades and behaviours while teamwork during an activity can spread to other life situations, for example reducing problems between peers. The improved sporting and leisure infrastructure at Jubilee Park provides opportunities for members of the community to meet new people, improving overall community cohesion.

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## Does this project include plans for some LUF grant expenditure in 2022-23?

Yes

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## Could this project be delivered as a standalone project?

Yes - the project could be delivered as a standalone project

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## Demonstrate that activity for this project can be delivered in 2022-23

Yes, there will be financial spend in Financial Year 2022/23 on the construction of the Greenway on two out of the five sections (Northern Roots to Park Road and Park Road to Oldham Way, connecting Northern Roots to the Green Shoots Centre).

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## Statutory Powers and Consents

List separately below each power/consents etc. obtained for this project

No planning permission has been obtained for the Oldham Greenway and Jubilee Park project, but the Council can confirm it has the statutory power to deliver the project. This application for funding will help to fund the delivery of the planning application and implementation of this project.

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Upload content documents (optional)

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## Outstanding statutory powers/consents

Oldham Council can confirm there are no outstanding statutory powers.

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## Project 3 Name

Northern Roots- Learning Centre

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## Provide a short description of this project

The Learning Centre consists of five single storey buildings which are all grouped closely together surrounding a communal outdoor teaching space. The buildings have a gross internal floor area of 813m<sup>2</sup>. The Learning Centre will house a reception, teaching kitchen and breakout space, staff facilities, multi-faith prayer and meditation space, classrooms, toilets and bunkhouse. There will also be communal outdoor space for outdoor learning.

---

## Provide a more detailed overview of the project

The Learning Centre within Northern Roots, which has already applied for planning permission, has existing strong links with Oldham College therefore, the Learning Centre would be used as an educational facility to help strengthen the awareness of environmental issues and skills. This will give rise to a further embedding of 'green' skills in vocational courses.

Enhancing 'green' skills through the learning centre would support the development of a cluster of Green Technology and Services (GTS) businesses at the green shoots centre; having a local GTS cluster will help retain local

talent within Oldham by creating high-skilled job opportunities in the borough.

The Oldham Greenway will connect the Green Shoots Centre and Northern Roots to the town centre and to surrounding communities, giving locals and visitors to ability to travel sustainably for work and leisure. The Learning Centre could also therefore help attract visitors to Oldham, increasing the visibility and perceptions of the borough, which could help to enable more businesses and employees to relocate in the borough.

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## Provide a short description of the area where the investment will take place for this project

The Northern Roots site comprises 160 acres of Snipe Clough and stretches southeast from Alexandra Park. The Learning Centre would be located to the southern part of the proposed site within the woodland area, shown in Appendix E.

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## Transport project location details for this project

The Greenway project will create a sustainable movement network through town centre incorporating the new Jubilee Park, linking to the Green Shoots Business Centre, through to Northern Roots. It will provide an opportunity to develop green tourism, building on the Northern Roots project, improving connections between existing communities and attracting more visitors and investment to the town centre. The Greenway project and development of Jubilee Park would enhance the local green infrastructure network and facilitate a modal shift towards active travel, helping to improve local residents' life expectancy

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## Further location details for this project

### Project location 1

Postcode	OL8 2HS
Grid reference	E: 393525, N:403851.

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### Upload GIS/map file (optional)

% of project investment in this location	27%
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## Select the constituencies covered by this project

### Project constituency 1

Select constituency	Oldham East and Saddleworth
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Estimate the percentage of this package project invested in this constituency	100%
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## Select the local authorities / NI councils covered by this project

## Project local authority 1

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Select local authority Oldham

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Estimate the percentage of this package project invested in this Local Authority 100%

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## What is the total grant requested from LUF for this project?

£6440000

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## What is the proportion of funding requested for each of the Fund's three investment themes?

Regeneration and Town Centre 50%

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Cultural 50%

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Transport 0%

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## Confirm the value of match funding secured for the component project

£0

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## Provide details of all the sources of match funding within your bid for this component project

There is no match funding for this project.

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## Value for money

The VfM assessment for this project is based on a thirty-year appraisal period. In line with HMT Green Book 2020 guidance, the benefits from carbon sequestration and health impacts from reduced pollution have been discounted at a rate of 1.5% per annum. All other values have been discounted at a rate of 3.5% per annum. The price base year is 2022. As set out above, the appraisal has utilised three scenarios, a low, central and high scenario, each applying the corresponding values for pollution and carbon, and each reflecting a different number of beneficiaries. An initial BCR has been calculated at 3.71.

Value for Money appraisal

Discounted benefits

Wider LVU - £17,942,223

Total - £17,942,223

LUF - £6,440,000

Other public sector funding - £0.00

All public sector funding - £6,440,000

Private sector funding - £0.00

Initial BCR - 2.94

NPV - £11,681,808

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## BCR and value assessment

If it is not possible to provide an overall BCR for your package bid, explain why below

Please see question 5.5. for an explanation of the overall BCR of the package bid, with the three projects creating a BCR of 3.64

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## Benefit Cost Ratios

Initial BCR 2.94

Adjusted BCR 2.94

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## Non-monetised benefits for this project

New leisure and education offerings will help to retain young and skilled residents who are vital to secure long-term sustainability in the economic prosperity of the town.

Improvements in the recreational offering include a Visitor Centre, café and shop at the Northern Roots Learning Centre.

The Northern Roots Learning Centre will develop new business models which can be adopted by other locations to harness greenspace to benefit people, place and planet.

Northern Roots Learning Centre will offer courses, schools' programmes, forest school and workspaces creating a dedicated space that is accessible for all young people to meet and discover more about the environment.

The Northern Roots Learning Centre will create up to 150 volunteering placements per year on a range of activities from beekeeping to helping in community gardens. Volunteers will have a place to meet new people which will drive community cohesion. The educational offering also extends to work experience placements, training courses and apprenticeships, these high-quality learning opportunities for young people will allow them to gain experience outside of the classroom. The 28 traineeships and apprenticeships per annum provide another potential avenue for young people to learn and create local careers.

The Northern Roots Learning Centre will create an additional 813sqm of educational floorspace. This will support the development on local green skills and allow start-up businesses to thrive and grow given the improvement and increase in capacity of facilities in Oldham.

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## Does this project include plans for some LUF grant expenditure in 2022-23?

Yes

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## Could this project be delivered as a standalone project?

Yes - the project could be delivered as a standalone project

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## Demonstrate that activity for this project can be delivered in 2022-23

Yes, there will be financial spend in Financial Year 2022/23 to start construction of Northern Roots, pending approval of the submitted planning application.

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## Statutory Powers and Consents

List separately below each power/consents etc. obtained for this project

A planning application for Northern Roots was submitted 13/04/22 to Oldham Council (planning reference FUL/348898/22) which is currently under consideration. The Council can confirm it has the statutory power to deliver the project.

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Upload content documents (optional)

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## Outstanding statutory powers/consents

Oldham Council can confirm there are no outstanding statutory powers.

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