

National Productivity Investment Fund for the Local Road Network Application Form



Department
for Transport

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

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

Applicant Information

Local authority name(s)*: Worcestershire County Council

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

Bid Manager Name and position: Nick Churchill, Worcestershire Network Efficiency Programme Manager

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

Contact telephone number: 01905 843463 Email address: nchurchill@worcestershire.gov.uk

**Postal address: County Hall,
Spetchley Road,
Worcester,
WR5 2NP**

Combined Authorities

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

Name and position of Combined Authority Bid Co-ordinator: N/A

Contact telephone number:

Email address:

Postal address:

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

Please specify the weblink where this bid will be published:

www.worcestershire.gov.uk/npif

SECTION A - Project description and funding profile

A1. Project name: Bromsgrove Town Centre Network: Unlocking Growth in Bromsgrove

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

Bromsgrove is surrounded/bisected by national/regional routes i.e. M5, M42 and A38. It is a constrained network of converging routes with few dedicated sustainable-user facilities. This project will provide 9 new accessible, legible routes identified through the LTP4 that connect key destinations and help mitigate severance caused by the road network.

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

The area covers the whole of Bromsgrove, with proposed cycle links from the town centre to destinations in the east (across the A38) that include employment areas, Aston Fields and the station. To the west (across the B4091) lies the residential area of Sidemoor and access to the rural buffer.

OS Grid Reference: **SO960704**

Postcode: **B60 2DE (Centre of Area)**

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

The location plan of the project is presented in Appendix 1.

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

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

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

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

Yes No

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

None, although we will liaise with a range of public and private sector bodies to ensure that the benefits of this proposed investment are fully realised.

A7. Combined Authority (CA) Involvement

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

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

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

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

Yes No

SECTION B – The Business Case

B1: Project Summary

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

Essential

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

Desirable

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

Other(s), Please specify – **Improved access to key health, employment, leisure, education and retail services and facilities, as well as key transport interchanges and improved public health.**

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

a) What is the problem that is being addressed?

Bromsgrove has very poor quality walking and cycling infrastructure. The links between key trip attractors such as the railway station and the town centre lack definition, and connections over busy routes, such as the A38 Bromsgrove Eastern Bypass, the A448 Kidderminster Road/Market Street/Redditch Road and Worcester Road (a designated AQMA) are inadequate. This poor connectivity results in exceptionally low mode share for sustainable modes, which clearly contributes towards local congestion and poor air quality, as well as car ownership which is higher than the national average.

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

Reference-case: Status-quo will result in persisting congestion in and around Bromsgrove leading to poor Air Quality, severance and poor accessibility. Equally, depressed levels of sustainable active travel modes within Bromsgrove will continue which further accentuates this congestion.

Alternative-1: Involves adjusting and improving the junctions, specifically on the A38. This requires improved pedestrian and cycling facilities at complex junctions. Adjusting the junctions alone will not increase accessibility across Bromsgrove, due to the constrained nature of the connecting network. These works will also be better considered as a whole, through another project that considers the A38.

For the reasons outlined above, both options have been discounted.

(Note: In parallel, WCC are also developing more substantial interventions on the A38 as part of a wider route strategy. These interventions will be complementary to the preferred option. The preferred option plus the other interventions will provide additional capacity to enable Bromsgrove to achieve its long term economic and development potential.)

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

The package will deliver widespread local reduction in congestion, especially at key sustainable trip attractors e.g. The Town Centre, rail station. A comprehensive network of dedicated quality cycle routes will encourage modal shift because of poor existing facilities and the current significant car dependency. This in turn will reduce congestion and mitigate poor air quality. Enhanced modal choice will create additional capacity in the local highway network, leading to significant TEE-user impacts and physical activity benefits.

Improved access to the station will support increasing rail demand to Birmingham; a key regional economic centre. This will deliver labour market access-based GVA impacts.

This package will provide headroom for development growth in the short-term until further complementary substantial network upgrades to the A38 are achieved.

d) Are there any related activities that the success of this project relies upon? For example, land acquisition, other transport interventions requiring separate funding or consents?

The investment complements the recent delivery of the new Bromsgrove Station and Interchange – the proposed electrification will increase the number of services further. This could be a key driver for growth in sustainable travel modes across Bromsgrove's wider area. Failure to deliver the investments targeted through this application will result in poor sustainable mode infrastructure, car-biased travel behaviour and is very likely to further accentuate congestion experienced in and around Bromsgrove.

The planned project makes use of existing highways and Public Rights of Way. There may be a need to alter usage consent for certain PROWs, but this is not anticipated to have any impact on deliverability.

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

Worcestershire CC are committed to delivery of these schemes through its emerging LTP4. If funding is not secured, this project would still be delivered, but over a considerably extended timeframe, reflecting funding availability.

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

The project aims to improve air quality in Bromsgrove. The investment to enhance active travel modes (cycling and walking) will strongly encourage mode shift away from road vehicles, allowing more journeys to take place which are zero-emission and so reduce the nitrogen dioxide concentrations in Bromsgrove's Air Quality Management Areas. Generated mode shift will improve the efficiency of constrained junctions for smoother motor vehicle flow and reduce the amount of time traffic is spent in acceleration (high emission) mode, to further reduce NOx emissions. Increases in flow volume may negatively offset this positive change, so the design will be optimised by appropriate assessment in traffic and air quality models.

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

Table A: Funding profile (Nominal terms)

£000s	2018-19	2019-20
DfT funding sought	£1,713.950	£1,713.950
Local Authority contribution	£734.550	£734.550
Third Party contribution		
TOTAL	£2,448.500	£2,448.500

Notes:

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

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

- a) Provide an outline of all non-DfT funding contributions to the project costs, the level of commitment, and when the contributions will become available.
Worcestershire County Council has developed a Worcestershire Network Efficiency Programme, which will contribute £1,469,100 towards this exciting project. This funding is secured, approved by Cabinet and available for use.
- b) List any other funding applications you have made for this project or variants thereof and the outcome of these applications, including any reasons for rejection.
None have been identified

B5 Economic Case

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

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

- a) Please provide a description of your assessment of the impact of the project to include:
 - Significant positive and negative impacts (quantified where possible) including in relation to air quality and CO₂ emissions.
 - A description of the key risks and uncertainties;
 - If any modelling has been used to forecast the impact of the project please set out the methods used to determine that it is fit for purpose

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

The Bromsgrove LTP4 scheme will promote walking and cycling across the town through a comprehensive series of improvements, including new links, crossings and resurfacing, as highlighted in the scheme's location plan in Appendix 1.

NPIF 'Guidance on the Application Process' (April 2017) states that "where other material factors not mentioned above... have particular relevance to the bid, these should be captured in applications. These could relate to benefits to... sustainable modes (walking and cycling and accessibility)". The Department for Transport's Cycling and Walking Appraisal Toolkit (also referred to as the DfT's Active Mode Appraisal Toolkit, March 2015) has therefore been used to assess scheme benefits as part of a wider value for money assessment.

The key focus of these interventions is to encourage a step change in walking and cycling across Bromsgrove, which includes provision of a safer route between the town centre and new railway station. New developments which will deliver nearly 7,000 homes (Local Plan) on the edge of the urban area will also have better connections to the town centre, station and other key destinations through this sustainable travel investment. Due to the nature of individual location-based interventions, and how they work together to provide an impetus to encourage walking and cycling across the whole area, these schemes have been assessed as a single package of investment, using DfT's Active Mode Appraisal Toolkit.

From a commuter cycling perspective, the assessment of the Bromsgrove LTP4 Active Modes package suggests that the scheme can deliver a conservative present value of benefits (PVB) of £12.6 million over a central case appraisal period of twenty years. Furthermore, from a schools cycling perspective the assessment of the Bromsgrove LTP4 Active Modes package suggests that the scheme can deliver a conservative present value of benefits (PVB) of £6.9 million over the same period. Details of the modelling approach, key appraisal assumptions and results of the analysis are outlined in Appendix 2. That said, it is worth noting that the expected positive impacts resulting from the above-mentioned housing growth will occur over and above this conservative benefits estimation.

Hence, a conservative estimate of the total monetised impacts of the scheme is estimated at £19.5 million (PVB in 2010 prices). The present value of costs (PVC) of the package is estimated at £4.3 million (2010 prices). Further details of the derivation of PVC are outlined in Appendix 3.

Comparing the scheme's conservative PVB against its PVC confirms that the benefit cost ratio (BCR) for a conservative central case is 4.5. This presents very high value for money for public sector investment.

Key sensitivities appraised and their impacts on the scheme's BCR are summarised below:

- Costs increase by 20%: under this sensitivity the scheme's BCR reduces to 3.75.**
- Delays in delivery such that benefits are reduced by 20%: under this sensitivity the scheme's BCR reduces to 3.60.**
- Costs increase by 20% and benefits are reduced by 20%: under this sensitivity the scheme's BCR reduces to 3.0.**

Further details of the sensitivity analysis are presented in Appendix 3. It is worth noting that the sensitivity analysis continues to demonstrate that the scheme will deliver high value for money for public sector investment.

Other positive impacts delivered by the scheme include: environmental impacts (improvements associated with air quality, emission reduction, landscape, townscape

and historic environment); and social impacts (health, accidents, security, access, commuting, affordability) as identified in the Appraisal Summary Table (see Appendix 4).

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

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

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

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

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

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

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

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

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

N/A

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

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

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

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

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

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

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

Yes No

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

Yes No

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

Positive Neutral Negative

- Please supply further details:

The lack of a suitable network of attractive walking and cycling routes in Bromsgrove directly contributes towards excessive reliance on the car and consequent deterioration in local ambient air quality. The design intent of the project is to improve local air quality. Options will be tested for smoothing vehicle flow (positive impact), increasing volume flow (negative impact) and mode shift (positive impact) to achieve the objective.

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

Yes No N/A

- Please supply further details:

Worcestershire County Council's term contractors have clauses within their contracts that specifically promote and incentivise skills development, including innovative Apprenticeship schemes.

B7. Management Case - Delivery (Essential)

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

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

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

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

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

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

Table C: Construction milestones

	Estimated Date
Start of works	Oct 2017
Feasibility design	Nov 2017
Detailed design	June 2018
Construction start	Feb 2019
Opening date	Mar 2020
Completion of works (if different)	As above

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

The following presents a portfolio of key transport projects successfully delivered by Worcestershire County Council in the last five years, all completed to time and budget:

Hoobrook Link Road in Kidderminster, Wyre Forest £15.41m. The link road is situated within South Kidderminster Enterprise Park which is identified in both the Greater Birmingham and Solihull and Worcestershire LEPs as being an important growth location. Existing congestion is viewed as a major barrier to economic growth in the immediate and wider area of Kidderminster. The Hoobrook Link Road, which crosses both the Staffordshire and Worcestershire Canal and River Stour, provides improved access and connectivity to two key employment corridors, and relieves congestion on the existing constrained routes.

Phase 3 of the A4440 Southern Link Road (Norton to Whittington) £16.6m. The scheme includes the reconfiguring of the Norton roundabout and dualling of the carriageway between Norton and Whittington roundabouts, as well as completing the stretch from the Ketch to Norton roundabouts.

Worcester Transport Strategy (Phase 1) Major Scheme (WTS) £17.95m. This scheme comprised a series of improvements to the network (walking, cycling, public transport and vehicular improvements) in and around the city of Worcester including improvements to key corridors into Worcester city centre and upgrading of the existing Ketch roundabout on the A4440 Broomhall Way (part of the Southern Link).

Evesham Abbey Bridge project £8.62m. Funded through the DfT Maintenance programme. This scheme comprised the replacement of Abbey Bridge over the River Avon along with the approach viaduct, and modification to the signalised junction (improved pedestrian phasing) to the south of the bridge.

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

- a) Please list if applicable, each power / consent etc. already obtained, details of date acquired, challenge period (if applicable), date of expiry of powers and conditions attached to them. Any key dates should be referenced in your project plan.
All projects are being designed within existing Local Authority ownership. Formal

consultation on all the schemes was carried out as part of the LTP process. No planning consents will be required.

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

Consultation: This will include frontage and internal stakeholders.

Technical approvals: Will be carried out as part of the design process.

B9. Management Case – Governance (Essential)

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

Worcestershire County Council manage all projects through the Project Operating Model (POM) which is structured in accordance with PRINCE2. A diagram of the POM and the major Projects Governance Structure are given in Appendix 6. The diagrams clearly show the process for implementation and distinct roles of each tier of management structure. The specific project manager and SRO for this project are given below:

Project Manager: Nick Churchill

Senior Responsible Officer: Nigel Hudson

B10. Management Case - Risk Management (Essential)

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

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

Has a QRA been appended to your bid? Yes No

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

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

- a) What risk allowance has been applied to the project cost?
£440,000.00
- b) How will cost overruns be dealt with?
Cost overruns will be funded by the Local Authority.
- c) What are the main risks to project timescales and what impact this will have on cost?
The Risk Management Strategy in Appendix 7 details the top 10 risks attributable to the project.
The time related risks with estimated upper limit impacts are as follows:
Risk 14: Extent of site investigation/geotechnical/contamination
Impact: £150,000.00
Risk 6: Time limited grant
Impact: £250,000.00
Risk 16/17: Inaccurate budgeting and cost estimates exceeded
Impact: £200,000.00
Risk 15: Stakeholder action
Impact: £80,000.00

B11. Management Case - Stakeholder Management (Essential)

The bid should demonstrate that the key stakeholders and their interests have been identified and considered as appropriate. These could include other local authorities, the Highways England, statutory consultees, landowners, transport operators, local residents, utilities companies etc. This is particularly important in respect of any bids related to structures that may require support of Network Rail and, possibly, train operating companies.

- a) Please provide a summary in no more than 100 words of your strategy for managing stakeholders, with details of the key stakeholders together with a brief analysis of their influences and interests.
As part of the recent refresh of the Worcestershire Local Transport Plan, Worcestershire County Council has engaged and developed its relationship with a wide range of statutory and non-statutory stakeholders, including focus and interest groups for sustainable (active travel) modes.
The County Council has a range of established processes and communications channels in place to ensure that key stakeholders are fully briefed and able to engage with the project development and delivery process.

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

N/A

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

Yes No

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

As part of the public consultation for the fourth Worcestershire Local Transport Plan, significant support was expressed for developing active travel (walking and cycling) infrastructure in the Bromsgrove area, as a means of improving access to local services and facilities (particularly the newly refurbished Bromsgrove Railway Station facility and local schools) and tackling the serious issue of deteriorated air quality across the Town's highway network.

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

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

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

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

B12. Management Case – Local MP support (Desirable)

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

Name of MP(s) and Constituency

1 The Rt Hon Sajid Javid, MP for Bromsgrove

Yes No

B13. Management Case - Assurance (Essential)

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

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

N/A

SECTION C – Monitoring, Evaluation and Benefits Realisation

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

Worcestershire County Council's preferred mechanism for monitoring use of new active travel networks is the installation of fixed walking and cycling journey counters. Five 'laser beam' counters will be purchased and installed at strategic locations across the new network to provide an accurate assessment of network-wide use. In addition, census data will be used to monitor gradual changes in behaviour (modal shift) across Bromsgrove over time, which will provide valuable evidence that the benefits of investment are being realised.

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

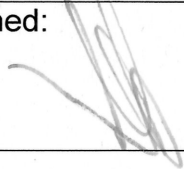
SECTION D: Declarations

D1. Senior Responsible Owner Declaration

As Senior Responsible Owner for Bromsgrove Town Centre Network: Unlocking Growth in Bromsgrove I hereby submit this request for approval to DfT on behalf of Worcestershire County Council and confirm that I have the necessary authority to do so.

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

Name: **NIGEL HUDSON**

Signed: 


Position: **HEAD OF STRATEGIC INFRASTRUCTURE AND ECONOMY**

D2. Section 151 Officer Declaration

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

- has allocated sufficient budget to deliver this project on the basis of its proposed funding contribution
- accepts responsibility for meeting any costs over and above the DfT contribution requested, including potential cost overruns and the underwriting of any funding contributions expected from third parties
- accepts responsibility for meeting any ongoing revenue requirements in relation to the project
- accepts that no further increase in DfT funding will be considered beyond the maximum contribution requested and that no DfT funding will be provided for this bid in 2020/21.
- confirms that the authority has the necessary governance / assurance arrangements in place and, for smaller project bids, the authority can provide, if required, evidence of a stakeholder analysis and communications plan in place
- confirms that if required a procurement strategy for the project is in place, is legally compliant and is likely to achieve the best value for money outcome

Name: **SUSAN ALEXANDER**

Signed: 

HAVE YOU INCLUDED THE FOLLOWING WITH YOUR BID?

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