

SECTION A - Project description and funding profile

A1. Project name: Medway's Strategic Route

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

Smart technology infrastructure east-west across Medway's key A2 road will reduce journey times by 12% and reduce congestion. This is within the context of forecast population growth, housing demand and development pressure. Improvements will ensure a coherent and functional urban conurbation throughout the realisation of the Local Plan (to 2035).

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

The A2 from Strood Sports Centre to Otterham Quay Lane junction Rainham is a 7.7 mile east-west route through Medway. It is the main route connecting the town centres of the five towns. The average journey time is currently 33 minutes by car or 64 minutes by bus.

OS Grid Reference: A2/Otterham Quay Ln: Easting – 582552, Northing – 165678; to Strood/High St: Easting – 573433, Northing - 169275

Postcode: ME8 8DS to ME2 3JQ

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

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

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

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

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

Yes No

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.

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 –

The project will improve a sense of place for visitors, workers and residents through Medway by reducing congestion, and journey times. This, as an initiative within our Smart Cities Working Group, will contribute to our aspiration to become a Smart Waterfront University City.

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

a) What is the problem that is being addressed?

The five towns of Medway are growing at a rapid pace. The towns are forecast to grow by 50,000 residents by 2035. Their success and opportunity creates challenges including a road transport network struggling to keep pace with growth. Current congestion hotspots will worsen, and new congestion hotspots will develop along the A2.

Additionally, air quality concerns are worsened by road pollution. We have three Air Quality Management Areas. Health inequalities exist in Medway, with respiratory problems leading to 16 deaths a year, 24 child emergency admissions, and £695,000 of NHS costs annually (CCG, 2016).

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

A cross-departmental Strategic Infrastructure Group has identified issues in line with the upcoming Local Plan and prepared responses to the National Infrastructure Commission and South East LEP.

An alternative solution is road widening along Lower Rainham Road. This requires significant investment, CPOs of private land and demolition of dwellings. It would fail to serve as a direct east-west route, and so fail to relieve sufficient pressure on the A2. This would not support our hub and spoke public transport model. It would discourage cycling and walking along Lower Rainham Road and wider modal shift. It would discourage town centre visits.

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.

Reduced congestion and journey times with a non-cashable saving of driver and passenger time.

Enabled development of residential sites adjacent to A2 (up to 3,200 units). These combined sites will create construction and indirect jobs on current brownfield sites.

Air Quality is likely to improve in our target areas, including the target of removing the AQMA in Rainham through achieving manageable air quality thresholds.

Better access for Gravesham, Medway and Swale residents to services including Medway Maritime Hospital, Chatham Job Centre Plus, Medway Adult Education, Universities at Medway, Mid Kent College, and Medway Council. (Measured through reduced journey times)

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?

We intend to keep the timescales proposed by Department for Transport. Our risk analysis has identified and removed areas of concern for the project. The project requires no land acquisition. A planning application for Rochester Riverside, a component along the route of the project including road preparation, has been submitted following extensive feasibility and preparation.

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)?

N/A – the alternative to a funded project is to maintain our current traffic management systems, which offer no additional outcomes to the present. The current situation includes three Air Quality Management Areas along the A2 route and one along the A289. There are forecast to be 20 congestion hotspots on the A2 and A289 by 2035, plus 5 hotspots on the nearby network. There is a less than optimal journey time of 29.2 minutes from Rainham to Strood.

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.

This project will have a positive effect on air quality along the A2 and A289, which includes four AQMAs. Air quality within the AQMAs will improve, and we will continue to effectively monitor the impacts on these sites.

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	£2,480	£2,480
Local Authority contribution	£0	£0
Third Party contribution	£675	£1,470
TOTAL	£3,155	£3,950

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.

Private development section 106 contributions from Rochester Riverside and Strood Riverside will complement and enhance transport infrastructure at key congestion hotspots along the A2 from Corporation Street/Rochester Riverside, and A2 junctions for Strood Riverside. This will enable a mix of soft measures funded by DfT and hard measures funded by Section 106 and LTP. These will be less time constrained to enable the overall project to work towards the objectives of reduced congestion in the most effective way. Staff time and Smart City working board will also add value.

- 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.

We have submitted our current proposals to the National Infrastructure Commission.

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

Our Strategic Transport Model forecasts a journey time of 29.2 minutes along the A2 by 2035. The Model forecasts that through our proposed measures, cumulative journey time will be reduced by 12%, saving 3 minutes on the average off-peak journey.

We estimate a 10% reduction in NOx and PM10 emissions due to smoother, less disruptive journeys.

Speed regulation will have a positive impact on road safety along the A2 and A289. We will particularly focus on A289 impacts from Medway Tunnel to the Strand, with measurable target reductions in accidents by 30%. We will monitor, record and report road safety improvements across the whole project in addition to this.

Greater CCTV recording, response and enforcement will reduce criminal activity along the A2 from the current rate of 900 by 10% - generating average (conservative) savings of £9,000,000 a year to individual victims, society and the state.

Significant housing regeneration schemes are scheduled to develop throughout Medway, with particular use of the A2 and A289 as strategic roads. This bid will mitigate against some of the negative forecast traffic and road safety impacts of the developments. The bid will therefore enable the schemes to progress through planning stages. The schemes are estimated to value £600million and have been in preparatory phases for a decade in partnership with the HCA and private developers.

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

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

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

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

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

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.

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:

Smoother journeys, less stop-start driving, reduced congestion through improved road safety and incident management/mitigation/prevention.

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

Yes No N/A

- Please supply further details:

Medway Council places a requirement of one apprentice recruited for every £500,000 of procurement

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	
Smart technology	Sept 2018
Signage installation phase 1	By Mar 2019
Signage installation phase 2	By Sept 2019
Opening date	N/A - continuous
Completion of works (if different)	N/A – various staged completions

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)
Local Growth Fund - £10million integrated transport project in Strood to improve connectivity through the town. Currently being delivered.

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.

N/A

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

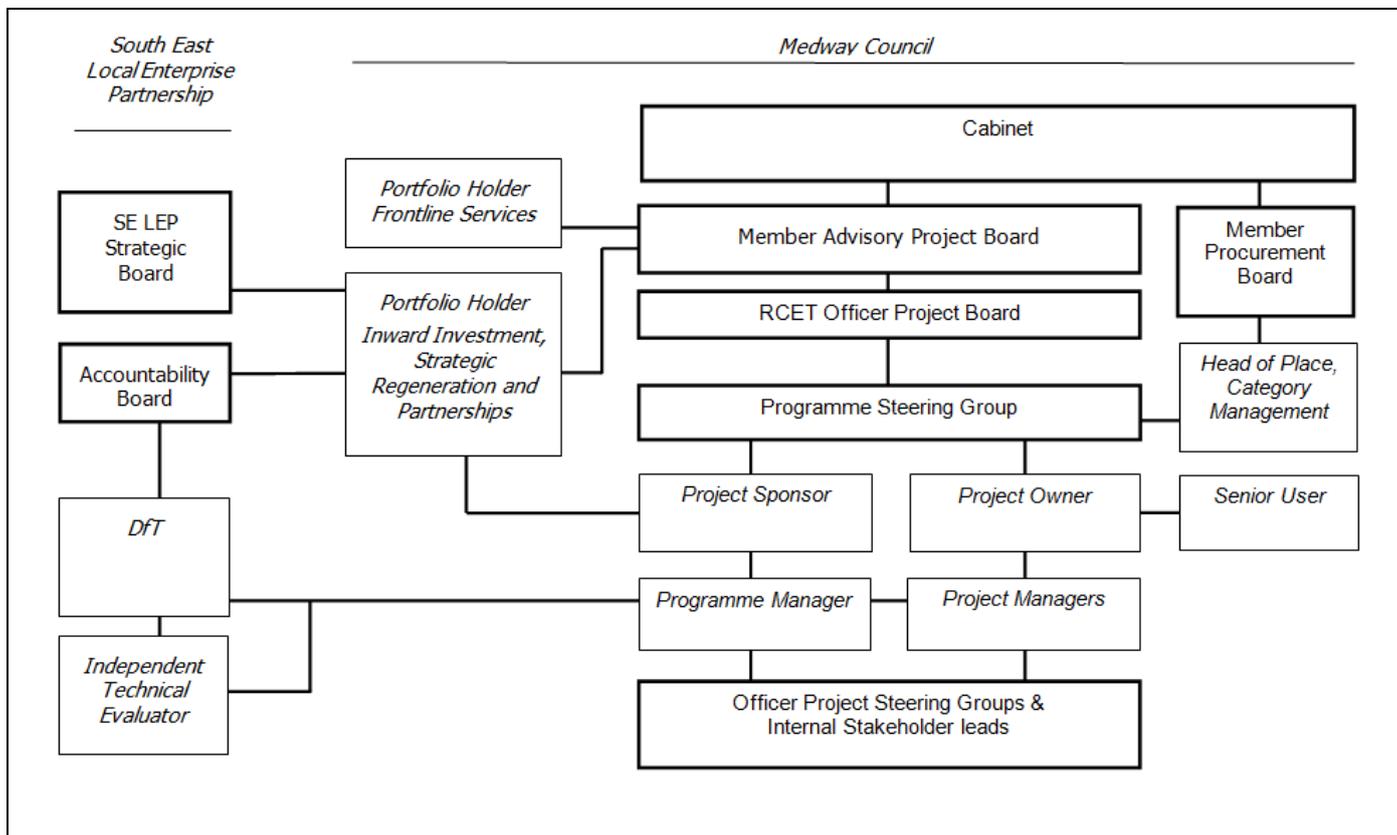
N/A

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.

Medway Council's project management processes follow the principles of Prince2 methodology and this is demonstrated by the various roles linked to delivering the project.

The revenue and capital elements of the project will be managed together using a dedicated Programme Management team led by a Smart Cities Programme Manager. Our governance organogram that sets out Medway's governance arrangements for all capital and revenue externally funded projects.



**Medway Council Programme Governance and Management Arrangements
Responsible Groups and Roles**

Responsible group or role	Responsibility
Cabinet	Member group that manages council business including high value/high risk procurement and projects including externally funded projects.
Member Project Advisory Board	Member overview of project development and delivery. The Board reviews, analyses and scrutinizes progress on the directorate’s capital programme and, where relevant, specific large/complex projects. LGF update reports are regularly considered by the Board. The Board meets approximately every three months. The Board membership includes the following elected members: <ul style="list-style-type: none"> - The Leader/Portfolio Holder for Finance; - Portfolio Holder Inward Investment, Strategic Regeneration and Partnerships; - Portfolio Holder for Frontline Services; - Portfolio Holder for Housing and Community Services.
Procurement Board	Member board that agrees and scrutinises procurement activity. This Board will consider the procurement strategy for each LGF project, consider submitted tenders and scrutinise outcomes.
RCET Officer Project Board	Senior officer project management of all capital projects including LGF funded projects. The Board is responsible for the strategic management of the project and has authority to commit resources to the project in accordance with the Council’s Constitution. An updated dashboard report for each LGF project is a standing item on the agenda. The Board meets every four weeks.
Portfolio Holder -	- Represent Medway Council on the SELEP Strategic Board and SELEP Accountability

Inward Investment, Strategic Regeneration and Partnerships	<p>Board, including being accountable for the delivery of Medway’s LGF funded projects to budget and programme;</p> <ul style="list-style-type: none"> - Represent Medway Council on the Kent & Medway Economic Partnership (this partnership oversees the delivery of the programme of LGF projects at the Kent & Medway federated area level); - Securing external funding; - Strategic overview of all Medway LGF funded projects and programme including budget profiling and project programming; - Member lead and final sign off of all non-transport LGF funded projects.
Portfolio Holder – Frontline Services	<ul style="list-style-type: none"> - Member lead on the design, consultation, delivery and final sign off of all funded transport projects.
Programme Steering Group	<p>Cross-directorate officer group that oversees and coordinates the programme of funded projects.</p> <p>Table 2 details the responsible roles on the Programme Steering Group together with the officers undertaking the various roles.</p> <p>Appendix A sets out the Terms of Reference of the group.</p> <p>The Group meets every four weeks.</p>
Project Steering Group	<p>Officer group that oversees and coordinates the delivery of each project. The make up of each Project Steering Group is determined by the Project Owner / Project Manager.</p>
Project Sponsor Ruth De Lieu	<p>Officer independent of the project and provides challenge to ensure project is delivered on time, within budget and achieving the anticipated benefits. Includes operating at a high level with Government.</p> <p>Chair of Programme Steering Group.</p> <p>Assistant Director level responsibility.</p>
Senior User	<p>Officer responsible for specifying the needs of those who will use the project’s products, for user liaison with the project management team, and for monitoring that the solution will meet those needs within the constraints of the Business Case in terms of quality, functionality and ease of use.</p> <p>Service Manager level responsibility.</p>
Project Owner Michael Edwards Head of Integrated Transport	<p>Ensures governance arrangements and Medway project management principles are adhered to.</p> <p>Ensures the project is technically and financially viable and compliant with the organisation’s corporate standards and strategic business plans.</p> <p>Owns the Business Case, funding and cost allocation for the project.</p> <p>Provides leadership and direction throughout the project.</p> <p>Is responsible and accountable for ensuring the project remains focussed on achieving its objectives and that the anticipated benefits can be achieved.</p> <p>Reports to the Programme Steering Group on projects.</p> <p>Separate Project Owners for transport and non-transport projects.</p> <p>Service Manager level responsibility.</p>
Programme Manager	<p>Leads on managing and being responsible for Medway’s programme of funded projects. Leads on quarterly reporting.</p> <p>Also responsible for developing business cases for pipeline projects and working with Government, SELEP and the Independent Technical Evaluator.</p>
Project Manager Smart Cities Project Manager	<p>Officer responsible for delivering the project on behalf of the project owner and Officer Project Board.</p> <p>Leads and manages the project team.</p> <p>Responsibility to run the project on a day-to-day basis.</p> <p>Delivers the right outputs, to the required level of quality and within the specified constraints of time, cost, resources and risk.</p> <p>Prepares project information, including PID, Project Plan and Business Case.</p>

	<p>Identifies and evaluates risks, determine and manage actions, and maintain the risk log. Manages and controls change to scope and requirements. Ensures project's resource plans and costs include sufficient, properly skilled support. Monitors and reports progress against plans, quality and costs. Reports to the Project Owner and the programme management team.</p>
Internal stakeholder lead	<p>Officer who has the predominant interest or gain upon the successful completion of a project or work-stream. They will work closely with the Project Manager, the Project Owner and others within the project team to implement the project. The project management team must identify the internal stakeholder leads, and determine their requirements and expectations.</p>
Section 151 Officer	<p>Responsible for signing acceptance of the grant and its attached conditions, overseeing financial transactions and challenging where necessary, sign off of financial statements requested from DfT.</p>
Head of Place, Category Management	<p>Lead on providing procurement advice.</p>
Head of Internal Audit	<p>Lead on providing independent assurance over the governance and financial management arrangements. Involved in the programme from an early stage.</p>

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?

Our project team drawn from across integrated transport, planning and regeneration has identified key risks based on experience of delivering LTP and LGF, in particular. We have drawn considerable learnings from our Local Plan consultations and our wider work on Strategic Infrastructure with consideration to the National Infrastructure Commission.

b) How will cost overruns be dealt with?

Medway Council has robust cost controls using our finance policy and procedures, and our procurement policy. Costs are budgeted, monitored and input by the Project Manager using Integra and authorised by the Senior Responsible Officer. Procurement is supported by our Category Management (Place) team who ensure cost effective contract design.

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

No considerable risks to project timescales due to effective project design, which allows for preparation prior to April 2018, and rapid mobilisation and implementation.

B11. Management Case - Stakeholder Management (Essential)

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

a) Please provide a summary in no more than 100 words of your strategy for managing stakeholders, with details of the key stakeholders together with a brief analysis of their influences and interests.

Key stakeholders include residents across Medway, including road users, cyclists and pedestrians; using roads for private and business use. Their interests will be

represented at Medway Council by ward Councillors, Cllr Filmer the Cabinet Portfolio holder for Front line services, and our three local MPs.

We are currently out to consultation on options for the 2015-35 Medway Local Plan, which includes a range of opportunities for residents and other stakeholders to feed back directly on the options proposed. This project fits within, and adds value, to all options of the Local Plan, and supports local journey capacities across Medway.

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

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

Yes No

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

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

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

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

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

B12. Management Case – Local MP support (Desirable)

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

Due to the unforeseen General Election 2017 and purdah guidance, we have been unable to obtain written support from our local MPs for this proposed scheme. From recent dialogue, we do anticipate support from our MPs: Rehman Chishti has expressed interest in improved access to the east of Medway. Kelly Tolhurst has expressed support for air quality activities in the past.

Name of MP(s) and Constituency

1 Tracey Crouch, Chatham and Aylesford Yes N/A

2 Rehman Chishti, Gillingham and Rainham Yes N/A

3 Kelly Tolhurst Yes N/A

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.

As Section 151 Officer for Medway Council I declare that the scheme cost estimates quoted in this bid are accurate to the best of my knowledge and that Medway Council has allocated sufficient budget to deliver this scheme on the basis of its proposed funding contribution

Accepts responsibility for meeting any costs over and above the DfT contribution requested including potential cost overruns and the underwriting of any funding contributions

Accepts responsibility for meeting any ongoing revenue and capital requirements in relation to the scheme

Confirms that the authority has the necessary governance / assurance arrangements in place and the authority can provide, if required, evidence of a stakeholder analysis and communications plan in place.

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.

Our Strategic Transport Model, enhanced ICT systems and technology will monitor and record real time data.

Investment in monitoring equipment including air quality motes and ANPR technology will ensure valid, accurate data for journey times, journey distance, air quality and incidence records in particular. Kent Police data monitors and records crime outcomes.

We will provide regular updates to DfT on the qualitative and quantitative progress of our project. We will update you on project progress and impact in a mutually agreed format to ensure you can aggregate project data for your own impact reporting on the Fund.

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 Medway's Strategic Route I hereby submit this request for approval to DfT on behalf of Medway Council and confirm that I have the necessary authority to do so.

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

Name: Michael Edwards

Signed:

Position: Head of Integrated Transport

D2. Section 151 Officer Declaration

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

PHIL WATTS

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 checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
Land acquisition letter (if applicable)	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input checked="" type="checkbox"/> N/A
Projects impact pro forma (must be a separate MS Excel)	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
Appraisal summary table	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
Project plan/Gantt chart	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A