

# 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)\*:** Calderdale Metropolitan Borough Council (CMBC)

*\*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:** Robert Summerfield, Lead for Corporate Projects

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

**Contact telephone number:**      **Email address:**

**Postal address:**      **Calderdale MBC, 1st Floor, Northgate House, Halifax HX1 1UN**

## **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:** Ambrose White, Portfolio Development Leader

**Contact telephone number:**      **Email address:**

**Postal address:**      **West Yorkshire Combined Authority  
Wellington House  
40-50 Wellington Street  
Leeds  
LS1 2DE**

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:**

<http://www.calderdalenextchapter.co.uk/>

## **SECTION A - Project description and funding profile**

### **A1. Project name: Clifton Business Park Transport Network**

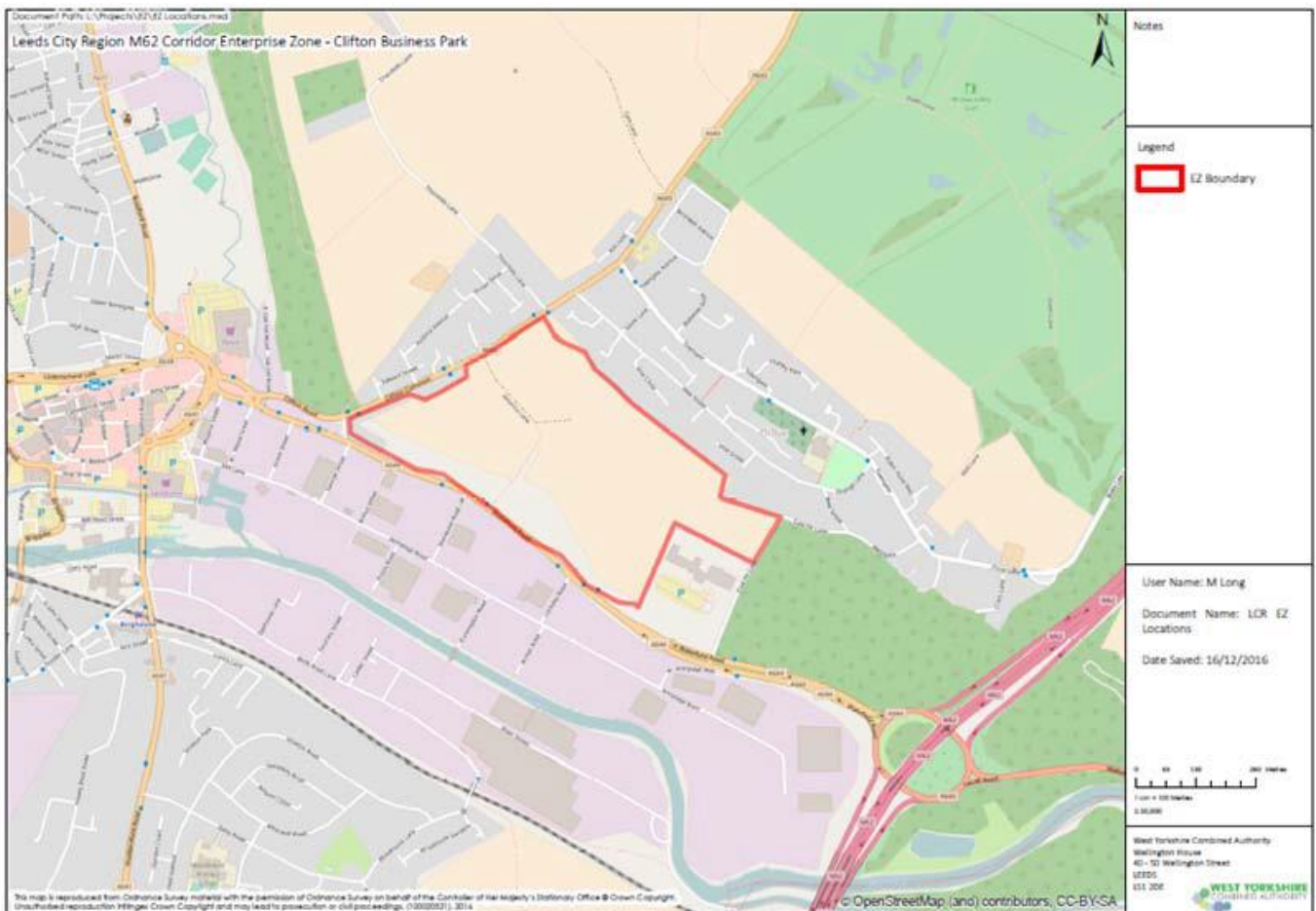
A2: Please enter a brief description of the proposed project (no more than 50 words)

**Jobs will be created, congestion relieved and housing enabled by delivering a new transport network across the proposed Clifton Business Park. The project will provide walking, cycling and highway access - linking A644 Wakefield Road and A643 Clifton Common – removing traffic from Brighouse and providing access to employment development plots.**

**Further details of the network can be found at Annex 1.**

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

**A 60 acre site located between Brighouse in the west, M62 J25 to the east and the established Armytage Road business park to the south. Land at Clifton is the largest undeveloped UDP employment site in Calderdale and is also part of the 'M62 Corridor' Leeds City Region Enterprise Zone.**



OS Grid Reference: **SE 15601 22764 (X (Easting) 415601, Y (Northing) 422794)**

Postcode: **HD6 4HW**

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. **Please see Annex 2.**

**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 Please see **Annex 3**

**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.

**West Yorkshire Combined Authority**

**An ongoing relationship has seen CMBC and WYCA work in partnership to assign this site Enterprise Zone status and commission a Feasibility Study and Masterplan, the evidence from which supports this application. This relationship continues and has enabled the local match contribution, to be met through local partners.**

**A7. Combined Authority (CA) Involvement**

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

Please see **Annex 4**

**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

Please see **Annex 4**

## **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 -

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

a) What is the problem that is being addressed?

**Calderdale's Enterprise Zone at Clifton has been allocated as employment land since 2006 however despite identified demand for employment sites in this area – see Annex 5 - no development has come forward.**

**Feasibility assessment has identified significant abnormal costs associated with creating platforms for infrastructure on the site owing to its significant slope, which explains the lack of market interest. Without additional funding for access, only 20% of the site can be opened up.**

**Congestion in Brighouse is impacting on the infrastructure capacity to accommodate future commercial and residential development and negatively impacts on air quality and quality of life.**

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

**Characteristic of Calderdale topography, the slope and level differences of the Enterprise Zone mean that the transport network preferred layout identified in the Outline Masterplan - see Annex 2 - is the most viable of a limited set of alternatives.**

**The Clifton EZ site offers the greatest capacity to accommodate jobs growth in the area. Failure to deliver the site will significantly constrain Calderdale's ability to attract new jobs and risks losing existing businesses from the area due to a lack of space to expand.**

**Improvement of A644 Wakefield Road on the valley bottom would not open the EZ site up for development, would be more expensive than this project and would not provide any benefit to existing network constraints in Brighouse town centre.**

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 primary purpose of the project is to enable economic growth and job creation at the Clifton EZ site – it will facilitate a minimum of 500 net additional jobs. Only 160 jobs are achievable on a small portion of the site accessible from Coal Pit Lane without the project outputs in place.**

**Annex 6 indicates the level of development that is forecast to be delivered at the proposed Clifton Business Park without intervention.**

**Secondary benefits have been identified in the assessment work undertaken to support this bid. This demonstrates that the project would deliver congestion benefits in Brighouse town centre for existing users.**

**Additional benefits have also been identified that includes demand from the adjacent Thornhills land which is a major garden suburb allocation in the Draft Local Plan. This highlights further potential benefits from the scheme; future proofing the network to enable housing development.**

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 successful delivery of this project will become much more certain if the site is brought into public sector ownership, with either Calderdale Council or the West Yorkshire Combined Authority, purchasing the EZ land at Clifton.**

**The tenure of the land is Freehold and is owned by Brian Kunz & Simon Kunz under title number WYK311144. Good relations have been established with the land owner and a letter confirming an agreement to sell title number WYK311144 to Calderdale Council, subject to contract can be found at Annex 7.**

**Agreeing purchase terms for the land at Clifton is a priority and negotiations to advance these will commence week beginning 3<sup>rd</sup> July.**

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)?

**Any further delay in the delivery of the EZ will reduce the potential income from retained business rates. This in turn will reduce funding for upfront enabling works to address the abnormal costs associated with the EZ that are not addressed by this bid.**

**As promoting authority, Calderdale Council has no other identified means of funding the gap between the identified scale of abnormal costs and the level of abnormal costs that can be funded through EZ prudential borrowing arrangements.**

**The 'clock is ticking' on the EZ designation as the occupier incentives and LEP retention of business rates began on 1 April 2017, hence we are keen to implement this project quickly.**

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.

**Calderdale No. 6 Air Quality Management Area (AQMA) is located on the A644 within 500m of the Clifton EZ. Through reductions in traffic passing through the AQMA, the project has the potential to reduce nitrogen dioxide emissions. Furthermore, the scheme has the potential for a beneficial impact on noise levels at residential properties designated as a Noise Important Area on the A644.**

**Leeds City Region (LCR) LEP and CMBC are working to establish how the Clifton EZ site can meet our joint goal of enabling the LCR to transition to a low carbon economy – currently exploring whether District Heating could be delivered to achieve this and increase the attractiveness of the site to end users. See Annex 4 for a related letter of support.**

**Potential EIA screening of the implications of development on the wider Clifton Business Park site was undertaken in March 2017, and can be found at Annex 8.**

**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	1.500	2.994
Local Authority contribution	0.225	0.525
Third Party contribution	-	-
<b>TOTAL</b>	1.725	3.519

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.

**The £750,000 match funding will be met through local partners, thus far a 14% contribution to construction costs. The value represents a high value contribution for this authority: £3 per capita. It will be available from the start of construction in 2018/19. Please note this 14% is the minimum local contribution as activity will continue to pursue local and third party funding opportunities e.g. the Environment Agency's Local Levy.**

- 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.

**Not applicable**

### **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 CO<sub>2</sub> 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 primary benefit of the scheme is the facilitation of a minimum of 500 additional jobs as a result of unlocking the site. In addition the scheme will provide supporting**

infrastructure for other significant housing in the Draft Local Plan, notably on adjacent Thornhills urban extension site (1,926 units).

A TUBA analysis based on Calderdale Strategic Transport Model (CSTM) outputs from a 2022 assessment based on annualisation of three modelled time periods (morning peak hour, average inter peak hour and evening peak hour) over a 60-year appraisal period based on TEMPRO levels and distribution of growth. No account has been made for traffic growth. In line with guidance, dependent development has not been included in the base BCR calculation.

In summary the scheme is estimated to generate a present value of benefits (PVB) of £18.061 million relative to a present of costs (PVC) of £3.792 million, providing a net present value (NPV) of £14.269 million and a benefit to cost ratio (BCR) of 4.76 which can be categorised as providing a very high value for money (greater than 4.0). This reflects the congestion relief afforded by the scheme to current network users.

Please see Annex 9 for a full description of the assessment of the impact of this project, including the description of the modelling approach including data sources, forecasts and assumptions.

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

**The completed Project Impacts Pro Forma can be found at Annex 10.**

**The completed Appraisal Summary Table can be found at Annex 11.**

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.

**Not applicable**

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:

**Calderdale No. 6 Air Quality Management Area (AQMA) is located on the A644 within 500m of Clifton EZ. Provisional CSTM 2022 outputs suggest the proposed scheme will cause a reduction of just over 1600 in Annual Average Daily Traffic (AADT) passing through road links within the AQMA, in comparison to the Do Nothing scenario.**

**As such, the proposed scheme has the potential to reduce nitrogen dioxide emissions within the AQMA. There are no Defra Pollution Climate Mapping (PCM) links declared in exceedance within 300m of the scheme.**

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

Yes     No       N/A

- Please supply further details:

**As part of its approach to procurement, Calderdale Council requires all tenderers for construction contracts to supply an Employment and Skills Plan (ESP) as part of a compliant bid. An ESP sets out the framework for the delivery of skills development over the course of the contract identifying:**

- **Nominated Lead for Learning & Development**
- **Lead STEM rep for engagement activities in the delivery location**
- **Monitoring and compliance procedures**

**An example Employment and Skills Plan from a successful tender can be found at Annex 12.**

## **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

Please see **Annex 13**

- 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

Please see **Annex 7**

- 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	Feb 2019
Opening date	Feb 2020
Completion of works (if different)	Dec 2019

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

**CMBC is experienced in delivering and leading a wide range of infrastructure projects and high profile civil engineering schemes such as canal refurbishments, the annual LTP programme and highways capital and revenue maintenance schemes.**

**Most recently, CMBC has progressed the first phase of the £129m West Yorkshire + Transport Fund A629 scheme to construction, currently on site. This project comprises £8m highway improvement scheme, involving similar scope of services (signalised junction delivery, earthworks/retaining structures, etc).**

**Development work has been carried out to programme, which has included a number of land and property acquisitions all of which have been negotiated. Scheme costs have been developed accurately enabling the construction tender to come in under budget.**

**Please see Annex 14 for further Calderdale experience of delivering major transport projects.**

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

- a) Please list if applicable, each power / consent etc. already obtained details of date acquired, challenge period (if applicable), date of expiry of powers and conditions attached to them. Any key dates should be referenced in your project plan.

**Not applicable.**

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

**Delivery of the project is subject to further local consultation with local residents and interest groups, development of a detailed design and planning consent; Calderdale’s**

Head of Planning has advised the most appropriate form of planning application. The timetable for obtaining planning permission is set out in the programme incorporated at Annex 13.

### **B9. Management Case – Governance (Essential)**

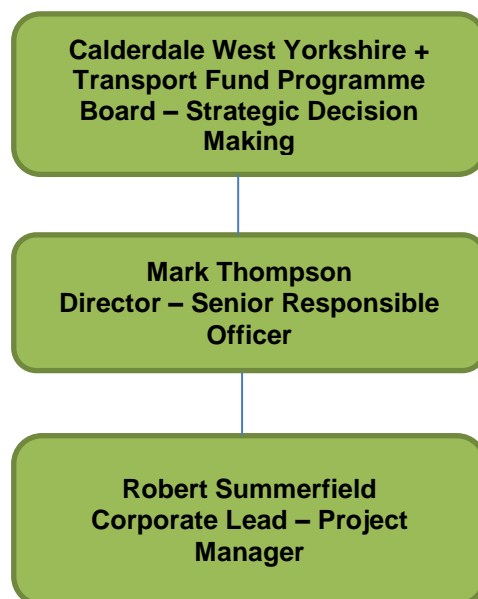
Please name those who will be responsible for delivering the project, their roles (Project Manager, SRO etc.) and responsibilities, and how key decisions are/will be made. An organogram may be useful here.

The organogram below sets out the current management and governance structure for this project.

Calderdale's West Yorkshire + Transport Fund (WY+TF) Programme Board is an established strategic decision-making body for the authority comprising representation from Heads of Service including Highways and Transportation, and Calderdale's Section 151 Officer. This project currently reports into the WY+TF Programme Board.

At present, Calderdale is working to develop a programme to coordinate the projects - including Clifton Business Park - emerging in the South East Calderdale area. Once this programme is established, this project will move to report to the South East Calderdale Programme Board.

Following submission of this bid, the project will be reviewed in the context of the full specification of the development works required to take the project through to planning.



### **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

Please see **Annex 15**.

Has a Risk Management Strategy been appended to your bid?

Yes  No

Please see **Annex 16**.

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?

**A P50 value of £487,897 is included within scheme costs. The economic appraisal of the project includes an adjusted optimism bias rate of 25%.**

b) How will cost overruns be dealt with?

**These will be dealt with by use of contingencies, presently costed at £0.4m in the project cost estimate. If necessary the scope of the project will be reduced.**

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

**The main risks to timescale are land purchase and planning permission. We are actively seeking to mitigate these risks:**

- **work to procure the land at Clifton will commence week beginning 3rd July;**
- **a judicial review of the planning application has been allowed for in the programme included at Annex 13.**

### **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.

**The key stakeholders for this project are set out in Annex 17 along with our high level approach to stakeholder engagement and management.**

**In the development of this bid, CMBC has engaged with internal stakeholders, and also with external stakeholders including Wharfedale Finance Co. (landowner), Highways England (M62 J25) and the Environment Agency (land at Clifton is in the Calder Valley and is adjacent to the River Calder flood zones).**

**Through appropriate means of communication we will keep stakeholders informed so we can manage expectation and hence build trust that leads to collaborative relationships.**

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

**Calderdale's Enterprise Zone at Clifton is currently a largely greenfield site. It is allocated for employment use under existing planning policy, nevertheless objections to the planning application required to deliver this project would not be unexpected.**

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)  
**None in the last 10 years.**

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);  
**A letter of support from the Leader of Calderdale Council is included at Annex 4.**

Name of MP(s) and Constituency

1                               Yes       No

2                               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.

## **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.

**The benefits monitored will be the economic and transport impacts of the project. Transport impacts will be assessed using standard data monitoring techniques, including baseline and post-project delivery data collection. Employer data can be more difficult to obtain. The occupier benefits provided by Enterprise Zone status will allow us**

**to apply end user conditions to supply data on jobs and salaries – subject to data protection laws.**

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

**SECTION D: Declarations**

<b>D1. Senior Responsible Owner Declaration</b>	
As Senior Responsible Owner for [ <i>project name</i> ] I hereby submit this request for approval to DfT on behalf of [ <i>name of authority</i> ] and confirm that I have the necessary authority to do so.	
I confirm that [ <i>name of authority</i> ] will have all the necessary statutory powers in place to ensure the planned timescales in the application can be realised.	
Name: <b>Mark Thompson</b>	Signed:
Position: <b>Director, Economy and Environment</b>	

<b>D2. Section 151 Officer Declaration CMBC</b>	
As Section 151 Officer for [ <i>name of authority</i> ] I declare that the project cost estimates quoted in this bid are accurate to the best of my knowledge and that [ <i>name of authority</i> ]	
<ul style="list-style-type: none"> <li>- has allocated sufficient budget to deliver this project on the basis of its proposed funding contribution</li> <li>- 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</li> <li>- accepts responsibility for meeting any ongoing revenue requirements in relation to the project</li> <li>- 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.</li> <li>- 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</li> <li>- 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</li> </ul>	
Name: <b>Nigel Broadbent</b>	Signed:

**HAVE YOU INCLUDED THE FOLLOWING WITH YOUR BID?**

Combined Authority multiple bid ranking note (if applicable)	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
Map showing location of the project and its wider context	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
Combined Authority support letter (if applicable)	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
LEP support letter (if applicable)	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
Housebuilder / developer evidence letter (if applicable)	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input checked="" type="checkbox"/> N/A
Land acquisition letter (if applicable)	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input 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