

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)*: Oxfordshire 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: Martin Kraftl, Principal Infrastructure Co-ordinator

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

Contact telephone number: 07920 084336

Email address: Martin.Kraftl@oxfordshire.gov.uk

Postal address:

Communities Directorate
County Hall
New Road
Oxford
OX1 1ND

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: n/a **Email address:** n/a

Postal address: n/a s

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.oxfordshire.gov.uk/NPIFbids

SECTION A - Project description and funding profile

A1. Project name: Botley Road Corridor Improvements (Phase 1)

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

To deliver improved accessibility and journey experience to support economic growth and vitality through enhanced bus priority and infrastructure, improved cycle provision and enhanced highway condition on Botley Road, Oxford to increase the people-moving capacity of the corridor and make the most of new technology and innovation along the route.

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

The project covers the Botley Road corridor from the proposed remote Park & Ride at Cumnor to Oxford Station, with Phase 1 (the bid) delivering improvements on the section of this corridor between Binsey Lane and Eynsham Road. The project area, and phasing, is shown on Appendices 1 & 2.

OS Grid Reference:

Botley Road junction with Binsey Lane

Easting: 449908

Northing: 206209

West Way junction with Eynsham Road

Easting: 448304

Northing: 205967

Postcode:

Botley Road junction with Binsey Lane: OX2 0BS

West Way junction with Eynsham Road: OX2 9JU

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

See Appendix 7

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.

N/A

A7. Combined Authority (CA) Involvement

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

N/A

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

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

See Appendix 8

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

Yes No

The project is not directly linked to any housing but it will support the Local Plan proposals for mixed use developments in the City Centre including at Oxpens and Osney Mead. The view of Oxford City Council on the proposal is given in Appendix 13.

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?

An efficient and effective transport system is essential to Oxford's continued economic success and vitality.

Botley Road is Oxford's slowest radial route with peak traffic speeds averaging 10km/h. There is limited outbound bus priority and congestion has a significant impact on the reliability and attractiveness of the corridor's bus services.

Cycle provision is also of a low and inconsistent standard leading to delay and conflict with other users, particularly at junctions - 47% of accidents involved cyclists, the majority at side roads.

Footway and carriageway condition has deteriorated in recent years leading to poor ride quality for all road users.

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

Oxford has an ambitious strategy for transport with mass transit and walking and cycling improvements enabled and supported by road space reallocation, and a much stronger focus on reducing car use and the impacts of congestion.

A 2016 Botley Road study built on strategy proposals and confirmed, following stakeholder feedback, the value of a high quality route that prioritised sustainable transport modes. Alternative options were considered but rejected because they either did not deliver strategy objectives or required significant works outside the highway boundary.

Botley Road is also one of the test-bed corridors for Oxford's Connected and Autonomous Vehicles trials.

- 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 scheme will directly reduce bus journey times and provide a safer and more attractive route for cyclists and pedestrians. It will encourage greater use of more sustainable and space efficient modes, ensuring the network is not overburdened and reducing vehicle emissions.

Development sites including Westway Shopping Centre, Oxpens, Osney Mead and Westgate shopping centre, Oxford rail station (Appendix 2), will benefit from improved access and additional capacity.

Surface repairs and improvements will improve the asset value and ride quality for all users.

The scheme will also provide some of the groundwork for the upcoming CAV trials in the corridor.

- 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?

Most of the proposals lie within the existing highway boundary so planning consent is not required.

A single location, just east of Seacourt Park & Ride, does require additional land to provide desirable footway widths and space to accommodate other improvements. We intend to acquire this land through negotiation but if this is not possible the proposals would still be able to progress although the footway would have a small pinch point at this location.

- 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)?

At present, no alternative funding sources have been identified with any realistic chance of providing the level of funding required to implement the project. If funding is not secured then implementation would be staged over many more stages and take longer.

The proposed scheme is considered the most appropriate and beneficial to meet the strategy objectives for high quality bus rapid transit, cycle and pedestrian improvements. Altering the proposals to provide a lower cost solution is not considered appropriate as any compromises on design and quality would be likely to affect all modes given the comprehensive nature of the scheme.

- 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 area is covered at present by a local Air Quality Management Area, the causes of which have been identified as largely transport related.

The proposals will tackle poor air quality by encouraging more people to use public transport, walk and cycle for all or most of their journey. They also support proposals for an Oxford Zero Emission Zone to be implemented by 2020.

The Environment Agency's proposed Oxford Flood Alleviation Scheme runs close to Botley Road and opportunities to deliver new accesses to the recreational pedestrian / cycle facilities planned as part of that scheme will be investigated.

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	1,650	3,350
Local Authority contribution		850
Third Party contribution	25	1,035
TOTAL	1,625	5,235

Total scheme cost £6,910,000

Local match £1,910,000 (28%)

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.

£850,000 in s106 contributions have been identified that can be allocated to works along the corridor. This money has been secured and is available for use.

Works to a value of £1,010,000 will be delivered under an s278 Agreement as part of the West Way development in Botley and are expected to be completed during 2019/20.

Materials, hardware and software to a value of £50,000 from enLight linked to Smart City sensors for the corridor.

- 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.

No other bids for funding have been made, or are planned at present.

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

Positive Impacts:

- **Improved infrastructure and transport capacity to support the significant development planned within Central Oxfordshire particularly in Vale of White Horse district (20,560 homes + a proportion of Oxford's unmet need, 20,000 jobs) and Oxford city (8,000 homes, 14,000 jobs).**
- **Bus priority will improve bus journey times and reliability along the corridor, in line with the aspiration for Botley Road to become a rapid transit route. Buses will also benefit from rationalising the side turns on / off Botley Road, which currently cause delay.**
- **The proposals make changes to several junctions along the route, notably restricting access to some side roads, where a high incidence of collisions with cyclists have been recorded. A default approach to continue cycle lanes across side roads and through larger junctions will be applied to maximise the prominence and priority given to cyclists along the corridor. This will lead to a reduction in accident rates. In addition, access to the retail parks along the corridor will be rationalised to improve safety and reduce edge friction with the introduction of a signalised junction.**
- **Surface repairs and improvements will improve the condition of the asset and ride quality for all users.**
- **Pedestrians along the corridor will benefit from a consistent path, furthest away from the highway, and that retains the same position along the route. There have been several accidents recorded between pedestrians and cyclists, due to the current switching of position, and thus by retaining a consistent position for both pedestrian and cyclist routes along the corridor, this risk will be reduced.**
- **Currently the corridor is part of an AQMA. The proposals will reduce the number of private vehicles along the corridor, with more journeys undertaken by public transport, cycle and on foot, improving the air quality along the corridor.**

Negative Impacts:

- **Congestion and air quality impacts are likely to be made worse in the short term during construction, although this would be offset by long term benefits when the scheme is in place.**
- **Possible loss of trees and grass verges although this will be minimised as part of the design process.**
- **Consumption of construction materials.**

Key risks and uncertainties:

- **There is a short section east of Seacourt Park & Ride, where a small amount of land needs to be purchased to improve the width of the pedestrian walkway.**
- **Objections to any new, or amendments to existing, Traffic Regulation Orders that are identified as required during the design process.**
- **Co-ordination of these works with construction works by others on the same stretch of road network leading to potential conflict/delays.**
- **The costs contained within the study take account for some need to divert services and statutory undertaker's apparatus. However, the location of statutory undertaker's apparatus has not been considered in detail, and costs may vary significantly. A significant optimism bias of 44% has therefore been applied to the estimate, as suggested in WebTAG.**

- The West Way development already has planning consent but delays to this project, outside of County Council control, may affect the delivery of the s278 works.

Modelling:

- Local junctions modelling was undertaken as part of the corridor study to demonstrate the effect that proposals at junctions would have on traffic flow but this was not comprehensive enough to provide an estimate of the BCR of the project as a whole. Further modelling will be carried out as part the design process.

** 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? | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> N/A |
| Has a description of data sources / forecasts been appended? | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> N/A |
| Has an Appraisal Summary Table been appended? | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> N/A |

The Project Impacts Pro Forma is attached as Appendix 3, the forecasting note as Appendix 4 and Appraisal Summary Table as Appendix 5.

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? | <input type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> 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 project seeks to improve the corridor specifically for public transport, cyclists and pedestrians and improve journey times encouraging a switch in mode from private car use. As a result of this, it is likely that the number of private car journeys will fall, as will the congestion delays experienced by remaining vehicles. Both of these effects will lead to a reduction in vehicle emissions. This can be evaluated before, during and after the works.

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

Yes No N/A

- Please supply further details:

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

See Appendix 6

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

See B2(d) above

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	19/11/2018
Enabling Works (Utility Diversions)	07/12/2018
Xmas Embargo	04/01/2019
Construction (main works)	06/12/2019
Completion of works (if different)	06/12/2019

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)

Oxfordshire County Council has a recent proven track record of successful delivering a variety of major and complex transport projects, managing the programme of works to the agreed budget. These include:

- **A423 Kennington & Hinksey Roundabouts (urban junction improvements) - £7m (completed December 2014)**
- **A420 Frideswide Square, Oxford (environmental and street scene) - £7m (completed December 2015)**
- **A34 Milton Interchange (major interchange enhancement) - £12m (completed May 2016)**
- **Hagbourne Hill Improvement (improved access to Harwell IBC and road safety improvements) - £6m (completed July 2016)**
- **A40 Cutteslowe and Wolvercote Roundabouts (urban junction improvements) - £10m (completed October 2016)**
- **A34 Chilton Slips (new slip roads) - £11m (completed November 2016)**

These schemes did increase in budget however, the cost increases were contained within the contingency the Council had set aside for these schemes because of their size and complexity. Also some budget increases were due to an increase in the scope of the projects where the Council chose to allocate additional funding to the schemes.

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)

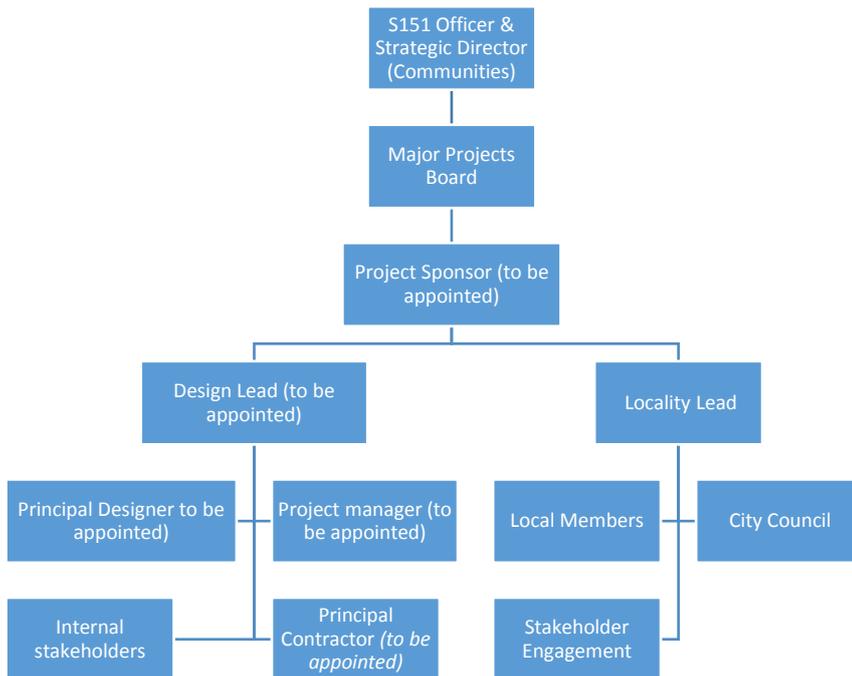
Please name those who will be responsible for delivering the project, their roles (Project Manager, SRO etc.) and responsibilities, and how key decisions are/will be made. An organogram may be useful here.

This project will be run in accordance with the methodology specified within OCC’s Transport Asset Management Plan. It will be managed on a day to day basis in accordance with PRINCE2 principles tailored to meet the corporate governance and decision making processes of Oxfordshire County Council.

The governance and overall accountability of the project will be overseen by OCC’s Section 151 officer and Strategic Director Communities, whose remit includes all Major Infrastructure Development, and who will report to Oxfordshire County Council’s Cabinet. The governance structure for major projects is set out in Appendix E.

The Major Projects Board is a strong officer group with a clear remit and function to manage the council’s major transport projects. Escalation is to the Strategic Director Communities in liaison with the Director for Finance through the Highways Operation Board if appropriate.

The Senior Responsible Officer for this project will be Paul Fermer, Service Manager Major Infrastructure Delivery.



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.

Risk Management Methodology

To reduce the chance of risks maturing and therefore potential cost over-run, a robust framework will be implemented:

On-going Value Engineering to eliminate scope creep and ensure that costs contribution to the achievement of tangible benefits;

Robust risk management, identifying risks and risk owners to ensure that mitigation measures are fully and robustly developed and implemented from the start;

Early contractor involvement in the development of the scheme design with thorough and robust investigations to eliminate unknowns; and

Implementing a robust procurement strategy with a sensible balance of risk to ensure confidence in the out-turn price without incurring excessive contractors risk allowances.

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

A QRA and Risk Management Strategy will be developed in Autumn 2017. In advance of this a high Optimism Bias allowance has been added to the cost to reflect project uncertainties.

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 risk and contingency allowance has been applied at 44%. This reflects the fact that many costs remain uncertain until more detailed design and investigations have been undertaken.

b) How will cost overruns be dealt with?

The focus of our Project Governance is to identify and deal with potential risks for cost overruns before they occur. If they do occur we will seek to identify cost savings elsewhere in the programme which can be made without significantly reducing the benefits of the programme as a whole. We will also be using a form of contract for the project which offers an incentive to the Contractor for controlling costs due to a pain / gain sharing mechanism on any variation from the agreed target cost.

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

- **Utilities diversion is the main risk to project timescales, and this could potentially be a cost risk as well. Early engagement would be undertaken with utility companies to ascertain more accurate costs, and this would be done early on in the project to ensure that timescales of diversions would not affect the programme.**
- **Clashes with construction works by others on the adjacent road network resulting in potential delays in construction programme. Early and continued liaison with the**

Network Co-ordination Team will be undertaken to ensure road space booking is completed including avoiding any potential clashes and delays to construction.

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.

A wide range of key stakeholders were engaged with at the start of the corridor study in a workshop, and this formed the basis of issue identification along the corridor. Once the study was complete, meetings were held with key stakeholders such as local cycling groups, pedestrian groups and the bus companies, to discuss design options proposed along the corridor. The study has also been published on the County Council website, and comments invited from the public / stakeholder groups, which will be taken into account going forward. Should funding be awarded, stakeholders would be involved as designs develop. Letters of support for the scheme from some of the main stakeholders are given in Appendices 10-12.

- 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)

n/a

- 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

Although not required for this bid, all county council major projects have a communications plan prepared prior to start of construction.

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. **Layla Moran (Oxford West and Abingdon)** Yes No

See Appendix 9

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 key measures of success for the project are:

- **Reduced cycle and pedestrian accidents (police/NHS data)**
- **Reduced bus journey times and improved reliability (bus operator data)**
- **Increased bus patronage (bus operator data)**
- **At least no change in traffic congestion (ANPR surveys)**
- **Increased cycle and pedestrian flows (cycle and pedestrian counts)**
- **Reduced NO₂ levels (air quality monitoring)**
- **Reduced carriageway defects (defect surveys)**

Smart City data sensors will also be used to monitor flows following the completion of the scheme. Scheme Impact Reports will be prepared 1 and 3 years following completion of the scheme.

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 *Botley Road corridor Improvement* I hereby submit this request for approval to DfT on behalf of Oxfordshire County Council and confirm that I have the necessary authority to do so.

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

Name: Owen Jenkins

Signed:

Position: Director (Implementation)



D2. Section 151 Officer Declaration

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

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 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