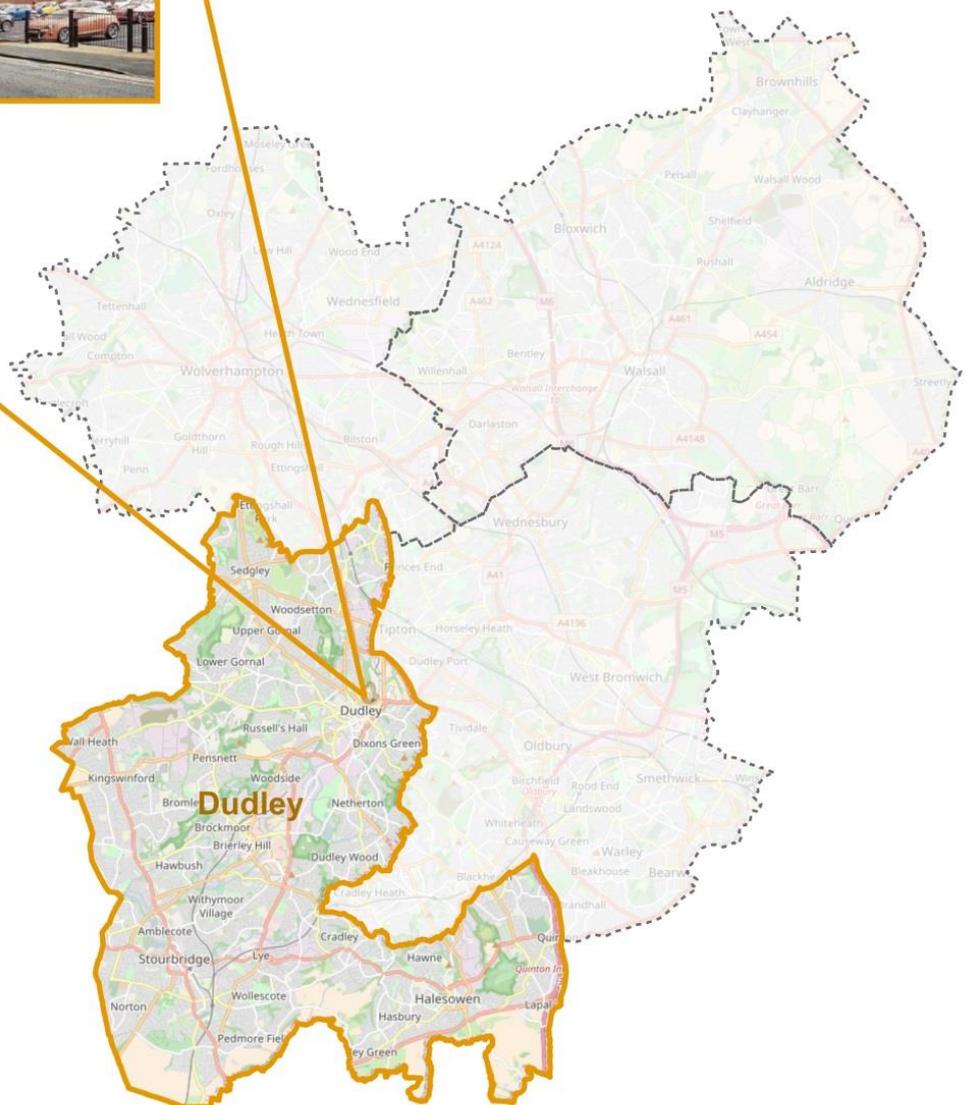


# Dudley Town Centre - Growth Infrastructure Package



# 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):** Dudley Metropolitan Borough Council

**Bid Manager Name and position:** Neil Lissimore – Principal Engineer - Transportation

**Contact telephone number:** 01384 814686

**Email address:** neil.lissimore@dudley.gov.uk

**Postal address:** Dudley MBC  
Place Directorate  
4 Ednam Road  
Dudley  
DY1 1HL

## **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:** Sandeep Shingadia, Head of Programme Development

**Contact telephone number:** 0121 2147169 **Email address:** sandeep.shingadia@tfwm.org.uk

**Postal address:** 16 Summer Lane, Birmingham, B19 3SD

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.dudley.gov.uk/resident/parking-roads/national-productivity-investment-bid>

## SECTION A - Project description and funding profile

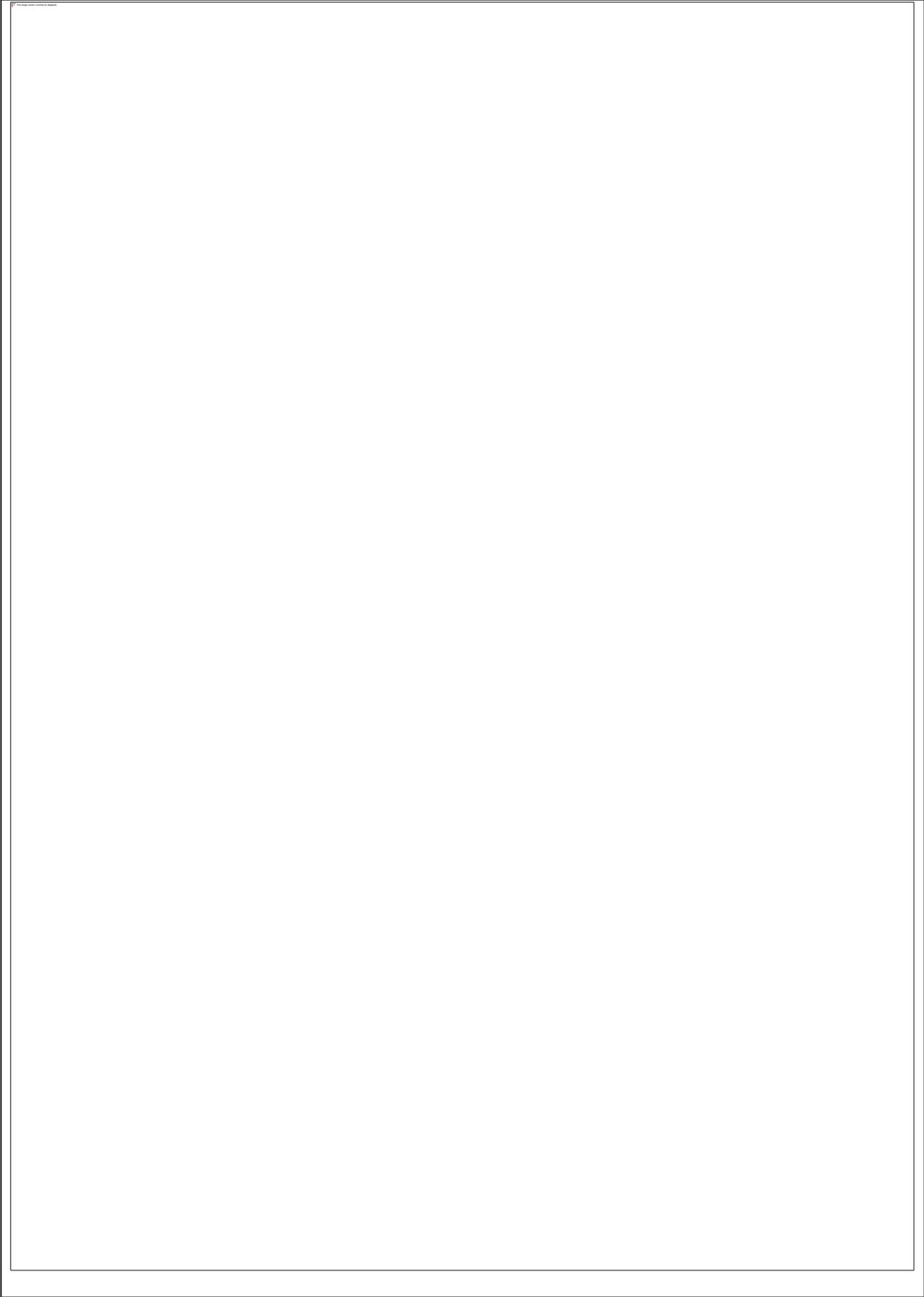
### **A1. Project name: Dudley Town Centre - Growth Infrastructure Package**

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

Corridor based interventions: traffic signal improvements and pedestrian crossings to reduce congestion and support growth, leisure and regeneration; Active travel infrastructure improvements to support modal shift and physical activity; bridge strengthening and carriageway resurfacing on key bus routes ensuring resilience. Detailed scheme descriptions are provided in **Appendix A**.

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

The package covers corridors within a 2km radius of Dudley Town Centre, which includes a number of strategic trip generators, including the town centre, Dudley Zoo and Black Country Living Museum and Dudley College. The following map provides an insight into the package locations in association with development locations.



OS Grid Reference: 394370 290481 (centre point of package area)  
Postcode: DY1 1HL (centre point of package area)

**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

All activities undertaken by Dudley Metropolitan Borough Council (MBC) are carried out in accordance with the duties imposed by the Equalities Act. The Council is satisfied that this package is a needs-led programme of interventions which is not subject to external influences. The project will benefit all people, businesses and road users across the Borough. An Equality Analysis has been provided in **Appendix B**.

**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.

Several measures within the package provide local bus route improvements, and the primary bus operator across the Borough (National Express West Midlands) has already worked with the Council in identifying priority locations within the package area. Throughout the construction period, it is expected that bus routes may be diverted and this will involve working with National Express West Midlands to devise temporary routes.

Both the Castle Hill and New Road Bridge structures are owned by Network Rail. Any improvements made to these bridges will involve discussions and approval by Network Rail.

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

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

A supporting letter has been provided as **Appendix C**.

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

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

A supporting letter from Black Country LEP has been provided as **Appendix D**.

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

Yes  No  Not applicable for this project.

## 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

Provide improved infrastructure to encourage physical activity, both for walking and cycling, as a transport mode and a leisure pursuit thereby helping to address health inequalities.

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

a) What is the problem that is being addressed?

A summary of existing issues is provided below:

Problem	Description
Congestion	Existing congestion impacts upon journey time reliability and creates significant delays.
Bridge Structure Improvements	Improvements will ensure the continued structural integrity otherwise closures/restriction will be required, creating further congestion issues and significant barriers to connectivity and future growth. New Road already has a permanent shuttle signals facilitating single traffic flow control to reduce loading, creating capacity constraints and associated air quality issues.
Journey Quality	Many highway and footpath sections are at the end of their serviceable lives, which has a negative impact upon journey quality for all users.
Facilities for all users	There is a lack of provision of pedestrian crossing points and tactile paving, discouraging users with reduced mobility.

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

The locations identified as part of this bid represent priority locations for Dudley MBC, with a focus on ensuring a resilient transport network to facilitate growth in the future.

Alternative scheme options have been rejected due to risks associated with deliverability within the funding timeframe.

Alternative funding options include the existing capital budgets in this area. This would result in a significantly constrained budget for the remaining transport network across the Borough.

- 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 delivery of the proposed package will create a safer, more efficient and resilient network that will improve journey quality for all transport modes. Increasing pedestrian and cycling activity through improved active travel infrastructure will reduce vehicular traffic, in turn contributing to a reduction in CO<sub>2</sub> emissions and leading to associated health benefits. There is also potential to increase jobs and GVA through making the area more attractive and accessible to businesses and retail outlets.

- 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?

There are no related activities that the success of the project relies upon. Although improving accessibility to growth areas will lead to some benefits accruing through improved journey time reliability and reduced congestion on transport routes accessing growth, significant benefits relate to the resolution of existing congestion and improving the efficiency of the existing transport network.

Land acquisition will not be required as part of the planning and delivery of the proposed package. In addition, there are no direct dependencies on the funding or delivery of other transport interventions

- 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)?

If funding is not secured, the proposed improvements would not take place and associated benefits would not be realised. Wider benefits of the Midland Metro extension and Very Light Rail will also not be realised. A lower cost alternative is not available due to the high proportion of footways/carrageways in need of structural repair, thus cheaper surface treatments would not be suitable. Not delivering the scheme would be of dis-benefit to the community, whilst footways, carrageways and bridge networks would continue to deteriorate.

- 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 study area is located entirely within the Dudley Air Quality Management Area (AQMA) and the project will help to encourage the use of more sustainable modes of transport which in turn, will help to improve air quality in the local area. This is largely through investment in active travel infrastructure which will encourage the take up of more sustainable modes. An Environmental Impact Assessment for the scheme has been provided in **Appendix E**.

**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	Total
DfT funding sought	662.5	2,487.5	3,150
Local Authority contribution	400	387.5	787.5
Third Party contribution	562.5	0	562.5
<b>TOTAL</b>	<b>1,625</b>	<b>2,875</b>	<b>4,500</b>

Full cost breakdowns for the scheme are set out in **Appendix F**.

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.

Dudley MBC will be funding the local contribution from local authority capitalised revenue funding, which will be available from the beginning of the financial year 2018/19. The Local Growth Fund is also available (listed in Table A as Third Party Contribution) for the signal, walking, cycling and structures element.

- 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 previous funding applications have been made for this package of schemes.

### **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

The economic case assesses and quantifies the benefits and dis-benefits of the Dudley Town Centre Growth Infrastructure Package in terms of journey time changes for vehicles as a result

of the junction improvements, in addition to the benefits of improving highway capacity at New Road Bridge. A robust assessment methodology has been used, as covered in more detail below.

The Dudley Borough is subject to continued regeneration. As such, improved connectivity, reductions in journey time and improved journey time reliability are pivotal for the area to continue to grow. The scheme will help the local and wider area in the following contexts:

Improvements	
<b>Economy</b>	<ul style="list-style-type: none"> <li>• Delay at identified junctions reduced to support improved journey times</li> <li>• Improved access to employment</li> <li>• Improved access to labour market</li> <li>• Supports improved productivity throughout the Black Country</li> <li>• Improved journey times for all highway users, including freight and business</li> </ul>
<b>Environment</b>	<ul style="list-style-type: none"> <li>• Reduced carbon emissions</li> <li>• Supports sustainable modes of transport which assist in reducing per passenger carbon emissions</li> <li>• Improved air quality within the designated AQMA</li> </ul>
<b>Social</b>	<ul style="list-style-type: none"> <li>• Improved access to employment and skills training</li> <li>• Improved access to services and retail facilities</li> <li>• Supports active modes to encourage healthier lifestyles</li> <li>• Reduced severance and improved journey quality for Non-Motorised Users (NMUs)</li> </ul>

### **Junction and Pedestrian Crossing Improvements – Economic Assessment Approach**

In order to complete the economic appraisal for the junction and pedestrian crossing improvements across Dudley Town Centre, the following data was used and assumptions made:

- Analysis of SPECTRUM data was undertaken in the AM and PM Peak traffic flows at each of the locations identified. These traffic flows can be found in **Appendix G**. For those which had no direct count, the closes count data available was used. Due to several identified improvement locations being in close proximity to each other, one traffic count may have been used to inform several junction/link flows.
- An average traffic flow per hour for car journeys and bus journeys per location for each peak period was recorded based on this data. For data which did not include bus counts, factors were used based on previous known data, as shown in **Appendix H**.
- A judgement was made of the likely reduction in average delay for affected vehicles. Delay saving was added based on the congestion levels ranking as low, medium or high. These differences at each junction/link are shown in the figures below for the AM and PM peaks. The delay assumption improvements made included:
  - For cars: Low = 2 second delay saving, Medium = 5 second delay saving, High = 10 second delay saving

- For buses: Low/Medium = 5 second delay saving, High/Medium with bus priority = 10 second delay saving
- Based on the delay savings and level of traffic at each location, an annual saving for cars and buses was established.
- HGVs and LGVs were not considered in these costings due to the size of this scheme.

The BCR of the package has been estimated at **2.0**, comprising present value of benefits (PVB) of £1,091,469 and present value costs (PVC) of £534,028.

These assumptions were monetised as follows:

- The traffic flows and delay saving for each location were calculated for cars and buses, as exemplified above.
- These time savings were monetised using WebTAG/Data Book (DfT March 2017) values of time, extended to a 20 year appraisal period and discounted to a 2010 present value year.
- The GDP deflator and discount factor were applied.
- No allowance was made for future traffic growth, which would increase the benefits of the package. This leads to a conservative estimate of scheme benefits.

It is noted that a 20 year appraisal period was used rather than the usual 60 years as most of the package comprises of relatively minor improvements whose impact is unlikely to persist for more than 20 years (though some of the infrastructure changes will have a longer life).

The economic case for the schemes has been based on economic efficiency, through reduced delays and journey times. The key monetised costs and benefits, and the methodology behind them, are outlined below. This relates to the signal package only, for which the BCR has been calculated. To summarise:

Present Value of Benefits	£1,091,469
Present Value of Costs	£534,028
Net Present Value	£557,441
Benefit to Cost Ratio	2.0

It should be noted that the BCR has been underestimated for the site A461 DSBP near Flood Street, which is a pedestrian crossing improvement. Following the guidance of the DfT Design of Pedestrian Crossing, a delay saving of 1 to 5 seconds per vehicle would be realised if pedestrian crossings were improved. In the above calculations a delay saving of 2 seconds has been assumed. Buses have been treated under the same presumption, with a delay saving of 5 seconds being assumed.

All other sites are junction improvements, therefore a calculation of a delay saving of 15 seconds per vehicle has been assumed as an average over all sites. Buses have been treated under the same presumption, with a delay saving of 10 seconds being assumed.

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

A Project Impacts Pro Forma has been appended as **Appendix I**.

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

Data sources are set out in **Appendix J**.

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

An Appraisal Summary Table is provided in **Appendix K**.

The highlights from the Appraisal Summary Table include the following:

	Large/Highly Beneficial	Beneficial	Slightly Beneficial	Neutral	Slightly Adverse	Adverse	Large/High Adverse
<b>Economic</b> <span style="float: right;">(Note: VfM: Low = 0&gt;1.4, Medium 1.5 &gt; 2.0, High 2.0+)</span>							
<i>Business Users and Transport Providers</i>		✓					
<i>Reliability impact on Business users</i>		✓					
<i>Regeneration</i>	✓						
<i>Wider Impacts</i>		✓					
<b>Environment</b>							
<i>Noise</i>		✓					
<i>Air Quality</i>	✓						
<i>Greenhouse Gases</i>	✓						
<i>Townscape</i>			✓				
<i>Heritage</i>				✓			
<i>Biodiversity</i>				✓			
<i>Water Environment</i>				✓			
<b>Social</b>							
<i>Commuting and Other users</i>	✓						
<i>Reliability impact on Commuting and Other users</i>	✓						
<i>Physical Activity</i>	✓						
<i>Journey Quality</i>	✓						
<i>Accidents</i>			✓				
<i>Security</i>			✓				
<i>Access to Services</i>	✓						
<i>Affordability</i>							
<i>Severance</i>	✓						
<i>Option Values</i>							

**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:

Air quality and CO2 emissions have not been assessed, however it is acknowledged that any increases in pedestrian traffic will mean a reduction in vehicular traffic and a subsequent improvement in air quality and reduction in CO2 emissions.

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

Yes       No       N/A

### **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

A Project Plan has been appended as **Appendix L**.

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**

April 2018

Traffic Signals Delivery

October 2018 – December 2019

Walking and Cycling Delivery

July 2018 – December 2019

Structures Main Site Works

September 2018 – January 2020

Footways

July 2018 – September 2019

Carriageways

April 2018 – September 2019

**Opening date**

**January 2020**

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)

DfT Highway Maintenance Challenge Fund 2015/16 -2016/17 – 2017/18. This project is ongoing year 2 of 3 completed and the project is currently on time and within budget.

Dudley MBC were a key delivery partner for the Black Country wide “managing short trips” cycling and walking infrastructure package total value £6.3m. Completed on time and to budget during 2015/16 to 2016/17.

**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. There is no requirement for statutory powers, procedures are already in place for dealing with statutory duties and notices.

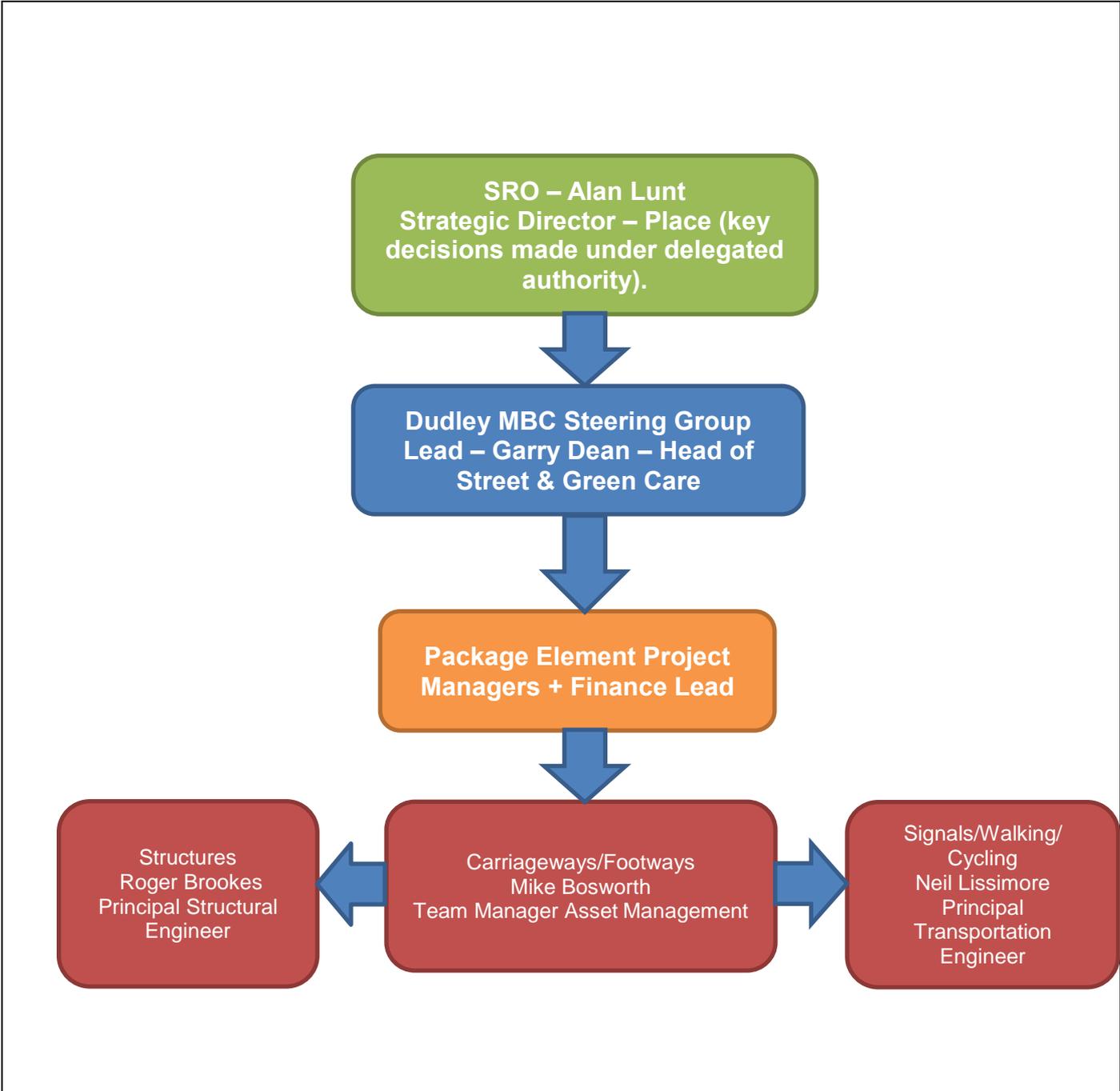
b) Please list if applicable any outstanding statutory powers / consents etc. including the timetable for obtaining them.

Not applicable

**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.

See the organogram below which sets out the governance structure for the project:



## 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

A Quantified Risk Assessment and accompanying Risk Register can be found in **Appendix M**. The vast majority of risks identified relate to either delay to scheme delivery or increased costs, and provides the following P50 values:

- 10 weeks delay to the existing programme; and
- £286k additional costs incurred by the end of the project

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

A Risk Management Strategy has been appended as **Appendix N**.

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 10% contingency has been applied to the project cost to cover price increases, programme management and any risk elements outlined above. Project Risks and uncertainties are low, with only relatively small- scale physical infrastructure improvement works being required. District authorities routinely carry out footway and carriageway maintenance and thereby have a good understanding of costs and experience of term contracts.

b) How will cost overruns be dealt with?

Works are programmed to be completed within the programmed dates and a contingency float has been included to minimise the risk of overruns. Dudley Metropolitan Borough Council understands that the level of investment from NPIF will be capped at £3.15 million for this scheme, and any cost overruns will be sourced through the council funded element of the project.

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

The main risks relate to the capacity of existing term contractors to deliver increased workloads, which would affect costs if capacity dropped too low, causing work to be deferred past the end date. However programme management procedures in place would ensure that capacity is managed within each contractors programme on a quarterly basis.

## 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:

- Black Country Local Enterprise Partnerships
- Statutory Undertakers
- Local Council Members
- Local Businesses and Residents
- Term contractors
- Cross boundary authorities
- Network Rail
- Sustrans
- Transport for West Midlands
- Canal and River Trust
- National Express West Midlands

Dudley MBC will consult with stakeholders on scheme designs, hold regular public update meetings and use local media to circulate information, in relation to temporary scheme impacts such as changes to bus services and traffic/pedestrian management arrangements.

- 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);

Name of MP(s) and Constituency

1 Ian Austin (Dudley North)  Yes  No

2  Yes  No

3  Yes  No

etc.

### **B13. Management Case - Assurance (Essential)**

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

Section 151 Officer Declaration that adequate assurance systems are in place is provided by Iain Newton in Section D.

## **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 following will be undertaken to monitor and report on the benefits of the project:

- Surveys of the condition of the footways/carrageway both before and after the works have taken place
- General Inspection Reports for the bridges carried out before and after the works
- Monitoring of local air quality and reduced carbon emissions as part of Dudley's AQMA status
- Benefits to the local economy and employment opportunities through potential for increased investment in the area, to be monitored through the Black Country LEP.

Outcomes and impacts of the project, along with fit with scheme rationale and objectives are set out as a Logic Map in **Appendix O**.

*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 Dudley Town Centre Growth Infrastructure Package, I hereby submit this request for approval to DfT on behalf of Dudley MBC and confirm that I have the necessary authority to do so.	
I confirm that Dudley MBC will have all the necessary statutory powers in place to ensure the planned timescales in the application can be realised.	
Name: Alan Lunt	Signed: 
Position: Strategic Director - Place	

<b>D2. Section 151 Officer Declaration</b>	
As Section 151 Officer for Dudley MBC I declare that the project cost estimates quoted in this bid are accurate to the best of my knowledge and that Dudley MBC:	
<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: Iain Newman	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 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