

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)*: WIGAN BOROUGH 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: CLAIRE BUTLER, SERVICE MANAGER – MAJOR PROJECTS & REGENERATION (ECONOMY & REGENERATION)

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

Contact telephone number: 01942 489289 **Email address:** c.butler@wigan.gov.uk

Postal address: WIGAN COUNCIL: PLACES DIRECTORATE
PO BOX 100
WIGAN
WN1 3DS

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: NICOLA KANE, HEAD OF STRATEGIC PLANNING AND RESEARCH, TRANSPORT FOR GREATER MANCHESTER (TfGM)

Contact telephone number: 0161 244 1246 **Email address:** nicola.kane@tfgm.com

Postal address: TfGM
2 PICCADILLY PLACE
MANCHESTER
M1 3BG

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.greatermanchester-ca.gov.uk/npif-bid

SECTION A - Project description and funding profile

A1. Project name: NORTH LEIGH PARK LINK ROAD

A2 : Please enter a brief description of the proposed project (no more than 50 words)
New 2km strategic link road (with shared footpath / cycleway) through the North Leigh Park development site connecting Leigh Road to the west and Atherleigh Way to the east and creating an access point into the proposed South Hindley development site to the west.

A3 : Please provide a short description of area covered by the bid (no more than 50 words)
The North Leigh Park development site is an area of approx. 185 acres (75 hectares) bounded to the west by the A578 Leigh Road, to the north by the A577 Corner Lane/Smallbrook Lane, to the east by Westleigh Lane and to the south by Nel Pan Lane.

OS Grid Reference: **0100031673**
Postcode: **WN7 5PW**

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 attached location map, AQMA plan, and the proposed masterplan for the overall development site which shows the location of the new link road.

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?
x Yes No

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

A7. Combined Authority (CA) Involvement
Have you appended a letter from the Combined Authority supporting this bid? x Yes No

A8. Local Enterprise Partnership (LEP) Involvement and support for housing delivery
Have you appended a letter from the LEP supporting this bid? x Yes No
For proposed projects which encourage the delivery of housing, have you appended supporting evidence from the housebuilder/developer?

Yes No

DTZ were commissioned by the Council in 2015 to carry out a full viability assessment for the wider development proposal (including the link road scheme). This demonstrates that the scheme is capable of supporting the proposed residential element.

Note: We have not included the DTZ appraisal summary with our application however we would be happy to provide a copy on request if required to support our application.

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?

The proposed link road is required to facilitate the mixed-use development of the whole North Leigh Park site, to address existing congestion and air quality issues on the A577 Corner Lane/Smallbrook Lane and to facilitate greater east-west connectivity across the borough as part of a wider strategy including the M58 and A49 link road schemes which are being delivered with Local Growth Fund support.

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

An initial option was considered under which the developer would fund and deliver the road, however this was not pursued for viability reasons as evidenced by the DTZ viability assessment summary.

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.

It is expected that the link road will deliver a number of benefits:

- **Facilitate the development of 1800 homes, circa 50,000 sqm of employment floor space (supporting the creation of an estimated 617 new jobs and £19,000,000 GVA per annum), a local centre with retail and community uses and circa 19 hectares (47 acres) of green infrastructure**
- **Address congestion and air quality issues associated with the A577 Corner Lane/Smallbrook Lane**
- **Facilitate east-west connectivity across the borough, enabling wider economic growth and attracting more residents, visitors and businesses to the borough**
- **Support the delivery of the GM housing targets**
- **Significantly enhance the environment in North Leigh through wholesale remediation of a heavily contaminated brownfield site**

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?

Circa 3 small areas of land need to be acquired, as highlighted on the attached site ownership plan. It is anticipated that CPO powers will be used for these acquisitions if

negotiations are unsuccessful. Site remediation and ground modelling work needs to be completed before construction of the link road can commence. This will be undertaken by the developer. Outline planning approval for the wider scheme (including the link road) is already in place. Further planning approvals are required (see section B7).

- 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)?

Without NPIF funding the link road will not be deliverable, unless an alternative funding source can be identified.

- 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 remediation strategy will need formal approval from the Council's EHO and the Environment Agency and any impacts will need to be mitigated as part of that approval process.

The project will ease congestion and therefore improve air quality on the A577 and at the Atherleigh Way/Lovers Lane junction.

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	500	2,100
Local Authority contribution	2,000	8,000
Third Party contribution	700	1,300
TOTAL	3,200	11,400

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.

Wigan Council has committed £10m capital funding towards the total costs of the scheme, which funding can be made immediately available to the scheme.

A third party contribution of circa £2m will be provided by the developer in terms of funding the remediation (including ecological mitigation works) and ground modelling works associated with the link road.

- 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.

The scheme was included in the LGF3 Land Programme bid, but was not successful.

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

The project has a number of significant positive impacts which are key to facilitating the economic growth of the borough in line with the Council's Economic Prospectus. NLP is the only strategic site within the borough with an allocation in the Core Strategy. Its development will significantly accelerate the delivery of 1800 new homes and is key to unlocking the early delivery of an additional 2500 homes on the adjacent South of Hindley site to the west. The link road specifically will provide relief to a number of

existing junctions that have been identified by the Council, through traffic modelling data, as congestion hotspots and will address problems caused by existing “rat-runs” through residential areas. In turn, this will address existing air quality issues arising from traffic congestion issues. The link road is fundamental to the Council’s strategic East-West Corridor, pump-priming the delivery of 10,000 homes by 2025 and attracting major inward investment to the borough in terms of employment development. The project will also significantly enhance the environment in North Leigh through wholesale remediation of a heavily contaminated brownfield site.

Key risks to the scheme are around the timescales for completing the CPO process, formally appointing a developer partner for the wider development scheme and completing the site remediation & ground modelling works.

In terms of forecasting the project’s economic impacts, as mentioned elsewhere DTZ were commissioned by the Council in 2015 to carry out a full viability assessment for the wider development proposal (including the link road scheme).

In terms of the traffic impacts, traffic modelling work to forecast the impact of the project was carried out by HFAS and is based on their Saturn model.

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

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

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

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

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

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

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

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

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

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

N/A

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

Has an Appraisal Summary Table been appended?

Yes

No

N/A

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

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

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

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

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

Yes No

Please see attached NO2 Tubes Data (2004 – 2016).

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

Please see attached AQMA plan.

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

Positive Neutral Negative

- Please supply further details:

The new link road will provide an alternative transport route to the A577, which is a heavily congested road with associated air quality issues. The new link road will therefore relieve congestion and address the existing air quality issues.

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

Yes No N/A

- Please supply further details:

The Council is signed up to the Greater Manchester Combined Authority Social Value Policy and seeks opportunities through all of its schemes to embed this. This ranges from apprenticeships and local jobs creation through to provision of back to work training such as CV writing and interview skills. Tenders include specific evaluation questions to test the ability of each contractor to support delivery of skills-related targets throughout the supply chain.

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

Outline planning permission already exists based on a previous alignment of the link road and detailed planning permission exists for the Leigh Road junction (based on a previous location) and the Westleigh Lane junction. A S.73 application is required to amend the parameters of the masterplan, a Reserved Matters Application is required for

the adjusted road alignment between Leigh Road and Westleigh Lane and a full planning application is required for a newly-designed Leigh Road junction.

- 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

Negotiations are ongoing with owners of two of the third party parcels of land required to construct the Westleigh Lane junction of the link road. The Council has confirmed to both parties that it will use Compulsory Purchase powers if necessary. Negotiations are complete for the third parcel of land required and an Option to Purchase is now being completed.

- 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
Obtain Detailed Planning Approvals	January 2018
Complete ecological mitigation works	Oct 2018
Commence site remediation & ground modelling works	Oct 2018
Start on site	January 2019
Completion of works (if different)	January 2020
Opening date (Phase 1)	February 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)

- 1. Construction of 0.5km of new highway, connecting Pottery Road with Saddle Junction and providing 2-way outbound traffic and reducing congestion on Pottery Road. The total scheme cost was £10.3M. The scheme was completed in early 2013, and was delivered on time and to budget.**
- 2. The council (in conjunction with TfGM) is currently procuring the construction of a 2.3km link road between Goose Green and Westwood Park, Wigan. The scheme value is currently estimated to be £14M, and completion is scheduled for mid-2019 (18-month construction programme).**

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.

Outline planning permission for the development scheme (including the link road) was granted on 28th February 2013. The outline permission expires in February 2018. A Reserved Matters Application for the first phase of residential development off Nel Pan

Lane was granted approval in June 2016 subject to the completion of a Deed of Variation to the existing S.106 Agreement which remains outstanding.

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

A CPO may be required to acquire a small amount of frontage land to enable construction of the Westleigh Lane junction. A CPO is likely to be secured within 12 - 18 months of this application, including the need for Council approval.

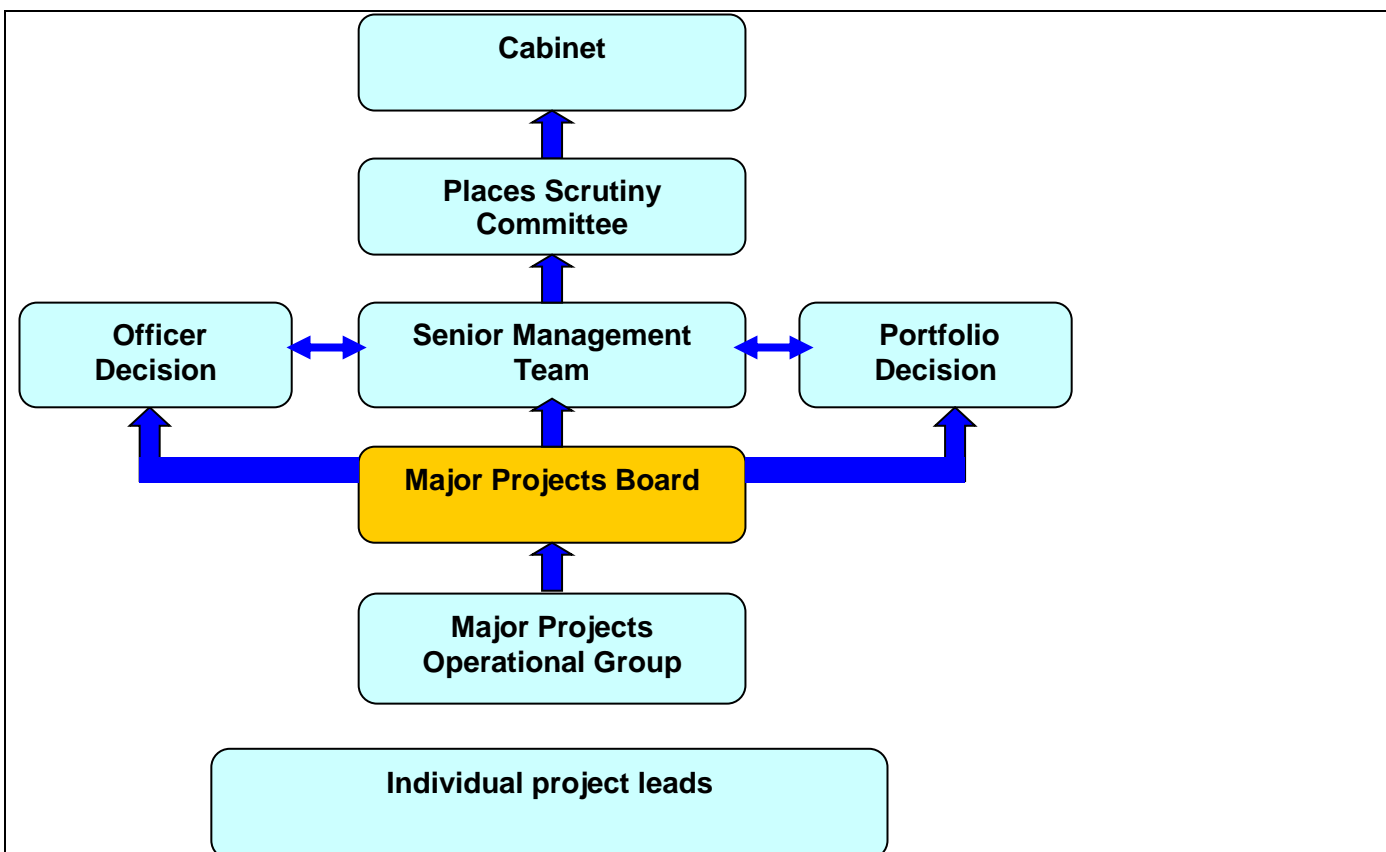
As noted in section B7, some further planning approvals are required in connection with the road alignment and our current programme anticipates that these will be secured by January 2018.

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 project will be managed by a dedicated project co-ordinator within the Council's Major Projects & Regeneration team (Richard Beamer), with additional support from the Major Projects Service Manager (Claire Butler) and external consultants (Eliot Ward – regeneration consultant, Graham Martin – Project Manager, TfFM).

All Major Projects within the Council are subject to the governance structure outlined below. Key within this is the Major Projects Board, which comprises the Project SRO (Karl Battersby), Section 151 officer (Paul McKevitt) and Monitoring Officer (Brendan Whitworth) together with Assistant Directors from key departments such as Finance, Infrastructure, Growth & Housing and Property. The Major Projects Board is supported by the Major Projects Operational Group which is led by Assistant Directors and manages development and delivery of each project reporting progress, issues and opportunities to the Board.



Core members of the Major Projects Board:

Chair/SRO (Karl Battersby)
SMT Assurance/Section 151 Officer (Paul McKeivitt)
Assistant Director – Economy (Emma Barton)
Assistant Director – Leisure and Property Services (Penny McGinty)
Assistant Director – Growth and Housing (Marie Bintley)
Assistant Director – Infrastructure (Mark Tilley)
Assistant Director - Finance (Tony Clarke)
Assistant Director – Legal (Monitoring Officer) (Brendan Whitworth)
PR Team (Lucy Downham)

Any decisions taken by the Board will be either supported by an individual officer decision where appropriate, or taken as a recommendation to portfolio holder/Cabinet. Every aspect of the decision making process of the Major Projects Programme will adhere to the Wigan Council Constitution.

It is the responsibility of the project manager to actively report and inform the Board of project developments at the earliest opportunity so that the Board can make evidence-based decisions using the agreed reporting procedures and the most up-to-date information available. The project manager will also be responsible for co-ordinating the completion in full of all project documentation and reports required for the Operational Group and the Board. All reports will be made available for review by the Operational Group prior to being submitted to Board. All project documentation will follow standard Major Projects templates.

B10. Management Case - Risk Management (Essential)

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

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

Has a QRA been appended to your bid? Yes No

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

All risks are managed in line with the council's strategic risk management policy, a copy of which is attached. In addition to this, each project has a project-specific risk register in place which is reviewed regularly, with key risks reported and escalated as appropriate to the Major Projects Operational Group and Major Projects Board.

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?

The project cost plan includes a risk allowance (including inflation) of £2,060,162.00.

b) How will cost overruns be dealt with?

The Council will meet any cost overruns on the project through its arrangements with the developer of adjacent land.

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

Key risks to project timescales are as follows:

- **Unforeseen delays with the ground remediation and ground modelling works may delay start of the road construction contract. To mitigate this, the tendered price will be managed with the preferred contractor pending commencement of the works.**
- **Unforeseen adverse ground conditions are discovered during the road construction works. Various ground investigation surveys have been carried out and the site preparation works should also help to mitigate this.**
- **Unforeseen delays in the CPO process. To mitigate this the CPO process will be started as soon as possible, with allowance made in the programme for potential slippage.**
- **Unforeseen delays in formally appointing a developer partner for the wider development scheme. To mitigate this negotiations with the preferred developer will be progressed as soon as possible, with allowance made in the programme for potential slippage.**

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.

A range of pre-planning consultation events were carried out between November 2010 and May 2011, with feedback incorporated into the planning submission. Full consultation with statutory consultees, including Highways England, landowners, local residents and utilities companies, was completed in 2012 and culminated in the granting of outline planning permission for the wider development scheme and link road proposals (route) and detailed planning consent for the Leigh Road and Westleigh Lane junctions.

Further public consultation was undertaken in November 2016 to seek views on proposed amendments to the development masterplan, including the re-alignment of the link road to tie in more closely with the access into the proposed South of Hindley development site. Feedback was largely positive.

All stakeholder consultation for the project has been undertaken in accordance with the guidance set out in Wigan Council's Statement of Community Involvement to ensure engagement with local communities.

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

N/A

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

Yes No

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

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

B12. Management Case – Local MP support (Desirable)

e) Does this proposal have the support of the local MP(s);
Although there have been some local MP changes following the General Election 2017, the scheme remains supported by the Council's Cabinet.

Name of MP(s) and Constituency

1 **Jo Platt (Leigh) (seat formerly held by Andy Burnham)** 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.

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

n/a

SECTION C – Monitoring, Evaluation and Benefits Realisation

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

Regular progress updates are provided to the Major Projects Board by reference to the targets set out in the Economic Impact Assessment carried out in October 2015, and this which will be used as the baseline for assessment for the project. The economic growth, congestion and air quality targets associated with the project are also incorporated within the Council's corporate KPI dashboard, and this is reviewed and reported against quarterly.

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 North Leigh Park Link Road I hereby submit this request for approval to DfT on behalf of Wigan Council and confirm that I have the necessary authority to do so.

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

Name: **Karl Battersby**

Signed:

Position: **Director, Economy & Environment**



D2. Section 151 Officer Declaration

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

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