Full Business Case (FBC)					
1. General Information					
Directorate	Economy Portfolio/ Committee Transport and Roads				
Project Title	ASHTED CIRCUS FULL BUSINESS CASE AND CONTRACT AWARD Project Code CA-02569				
Project Description	Background In June 2013 DFT approved the allocation of £3.900m Local Pinch Point Fund (LPPF) to the Ring Road Package. The City's Ring Road plays a vital role in providing access to the city centre, with improvements required to reduce congestion and accommodate key developments proposed as part of the Enterprise Zone. Improvements on the Ring Road at Holloway Circus, Ashted Circus, Curzon Circus, Bordesley Circus and Haden Circus were identified to support economic growth. The FBC covering the improvements at Holloway Circus, Curzon Circus, Bordesley Circus and Haden Circus was approved by Cabinet 15th September 2014. The works at Curzon Circus, Bordesley Circus and Haden Circus were completed Spring 2016.				
	Holloway Circus - the diversion of some statutory undertakers (SU) apparatus have commenced on the Cleveland Tower side of the junction. Progression of the SU diversions is subject to the appointment of a contractor to manage the diversions works. The road construction work is unlikely to commence before 2017. The works on the Scala House side of the junction are under review. The PDD for Ashted Circus, approved by Cabinet 16th March 2015,				
	approved development fees up to Full Business Case stage of £480,000.				
	This FBC covers the Ashted Circus Project.				
	In Autumn 2013 a consultant was appointed to undertake outline design activities and produce an Options Appraisal Report for the Ashted Circus Project. This work showed that the design solution for Ashted Circus that was put forward at the bid stage would not deliver the required traffic benefits to support economic growth. The proposal at the bid stage was to add left turn slip lanes on the Dartmouth Middleway approaches to increase traffic capacity and was costed at £0.9m. The options appraisal study identified significant structural works would be required, impact on adjoining private land and buildings, significantly higher costs than allowed for in the bid estimate without any significant traffic benefits.				
	A further option was explored to replace the existing roundabout with a traffic signal junction. It is proposed to take forward the traffic signal junction layout as it will provide the traffic benefits to support economic growth and also offer scope for traffic flow management (through 'linking' the traffic signals) along the ring road between Dartmouth Middleway and Bordesley Circus. The cost of the traffic signal junction scheme is estimated at £8.1m.				
	The increase in the scope of work led to the submission of a LGF bid to the Greater Birmingham and Solihull Local Enterprise Partnership (GBSLEP) seeking the additional funding required. On the 7th July 2014 the GBSLEP announced the Growth Deal with a £4.07m LGF allocation towards Askited Circus. In May 2016 an additional £1.475m				

allocation towards Ashted Circus. In May 2016 an additional £1.475m LGF was requested from GBSLEP which was approved on 27th May. This additional allocation will provide a maximum capped funding

contribution of £5.545m and is subject to receipt of an approved Business Case. The Business Case is expected to be approved by GBSLEP December 2016.

Benefits

The project deliverables will both support and protect the City's growth objectives in terms of enabling access to key development sites, reducing congestion, improving road safety and providing additional highway capacity. The project, together with the other improvements on the Ring Road, supports creation of up to 40,000 new jobs within the Enterprise Zone.

The proposed traffic signal junction layout will provide significant reductions in journey times through the junction (32/33 seconds in the AM peak and 15 seconds in the PM peak). Following collection of journey time data in February 2016 the performance of the existing roundabout junction has been assessed and compared with the proposed traffic signal junction. See Table 1 below.

Table 1

AM Peak Hour	Do Nothing 2018	Do Nothing 2033	Proposed vs Base 2018	Proposed vs Base 2033
Journey Time Difference	+98 seconds (+4.12%)	+204 seconds (+8.22%)	-795 seconds (-32.08%)	-905 seconds (-33.75%)
PM Peak Hour	Do Nothing 2018	Do Nothing 2033	Proposed vs Base 2018	Proposed vs Base 2033
Journey Time Difference	+58 seconds (+3.08%)	+152 seconds (+7.74%)	-288 seconds (-14.71%)	-333 seconds (-15.78%)

If HS2 goes ahead the Curzon Circle and Garrison Lane junctions will be signalised. With the introduction of traffic signals at Ashted Circus, all the main junctions on the section of the Ring Road from Bordesley Circus (the works to signalise Bordesley Circus roundabout were completed spring 2016) to A34 New Town Row will controlled by traffic signals. The traffic signals at these key junctions will be linked to enable the most efficient management of traffic flow along this section of the Ring Road.

No firm delivery programmes for these works have been provided by HS2. The City Council will continue to pursue delivery programmes from HS2 in order that implementation of all works can be coordinated to minimise impact on highway users.

Scheme Specific Proposals

The junction proposals for Ashted Circus, junction of the A4540 Dartmouth Middleway / A47 Nechells Parkway / B4114 Jennens Road / A4540 Lawley Middleway, are shown on Drawing No. CA-02569-S1-102, Rev C, in Appendix E to the executive report and comprise of:

- Converting the roundabout to a signalised cross road junction and filling the central island of the roundabout, removal of pedestrian subways and approach ramps;
- Providing at-grade footway, signal controlled toucan crossings and right turn only lanes on all the four arms of the junction. Prohibiting U-Turns at the junction;
- The bus lanes on the Jennens Road and Nechells Parkway approaches to the junction will be modified to suit the new junction layout. The new traffic signals will be designed and optimised to improve bus journey times through the junction;
- Providing cycle lanes on B4114 Jennens Road (inbound and outbound) and on A47 Nechells Parkway (inbound);
- Providing unsegregated shared use footway/cycleway to connect to the existing advisory cycle routes, including an unsegregated shared use footway/cycleway on the A47 Nechells Parkway outbound;

- Providing double yellow lines at Windsor Street South/ Nechells Parkway Junction;
- Removal of non-pay parking bay on A47 Nechells Parkway;
- Removal of approximately 100 trees from areas around the junction:
- Providing for the planting of 200 trees in the new verge and other areas in the locality, together with other landscaping*.
- * As many of the trees to be removed are in dense clusters the Highways Tree Manager has advised to budget and programme for the removal of 100 and planting of 200.

Funding and Revenue Implications

The estimated cost of the Ashted Circus Project is £8.1m funded as shown in Table 2.

Table 2: Funding (Capital)	Amount
Local Growth Fund (LGF)	£5.545m
Integrated Transport Block (ITB)	£0.003m
DfT Local Pinch Points Fund (LPPF)	£0.254m
Enterprise Zone	£2.298m
Funding Total	£8.100m

In September 2016 a revised funding strategy was agreed to meet the City Council's local contribution commitments to Ashted Circus and Iron Lane Local Growth Fund Projects. The strategy reallocates TfWM, EZ, and ITB resources across certain projects within the Transportation and Highways Capital Programme to support the delivery of Ashted Circus and Iron Lane. The additional EZ funding of £1.998m for Ashted Circus was approved by the GBSLEP Executive Board 17th November 2016.

The Ashted Circus projects will create assets that will form part of the highway upon completion of the project; as such they will need to be maintained within the overall highway maintenance regime. The estimated net cost of including these newly created assets within the highway maintenance regime is £29,939 pa (full year 2019/20). This additional cost will be funded from the provision for Highways Maintenance held within Corporate Policy contingency.

Consultation Summary

A public consultation exercise was carried out in February 2015. The public consultation comprised letter drop to residents / businesses in the locality, publication of the scheme proposal and consultation plans on BEHEARD and installation of temporary signage to direct users of the junction to visit the website www.birminghambeheard.org.uk (BEHEARD). A 'drop in' venue was also arranged in the locality where the plans were viewed and the proposals were discussed with the Officers.

Ward Councillors, the MP for Ladywood, District Committee Chair, District Engineers, Emergency Services, Transport for West Midlands, bus operators, cycling groups, key stakeholders and residents were all consulted with as part of the scheme development and the results are provided in Appendix D to the executive report.

Following the feedback received the following changes have been incorporated in the scheme proposals:

- Providing toucan crossings on all the four arms of the junction; and
- Providing shared use footway/ cycleway on A4540 Dartmouth Middleway, A4540 Lawley Middleway and B4114 Jennens Road.

Procurement Strategy

It is proposed to appoint a Design and Construct Contractor to undertake the works. A Contractor will be procured through the Birmingham City Council Highways and Infrastructure Works Framework 2014 to 2018 Lot 4 (Works £500,000+). The process to identify a preferred Contractor was as follows:

- i. In summer 2015 all the Lot 4 Framework Contractors were issued with a draft set of tender documents, and have attended both a pre-tender workshop and a site visit.
- ii. A Pre-Selection Questionnaire was then produced and issued, the questionnaire provided the basis of a shortlisting process, and was used by the City Council to select from the 6 Framework Contractors up to 3 Contractors who were invited to submit a tender.
- iii. Tenders were invited from the selected 3 Contractors on 17th December 2015.
- iv. During the tender period mid tender interviews were held with the three contractors to clarify the Council's requirements but also to answer any queries from tenderers. Responses to questions of a non-specific nature were shared with all other tenderers.
- v. Tenders were returned on 18th March 2016.
- vi. Post tender interviews were held including a presentation by the contractors covering project team structure, key constraints and risks, delivery programme, traffic management phasing, utilities and stakeholder liaisons.
- vii. Following the initial assessment and post tender interviews the evaluation team sought clarifications from the three tenderers to enable the assessment to be completed.
- viii. The evaluation was completed against the predetermined price (60%) / quality (30%) / social value (10%) model (as set out in Appendix F) taking into account the initial tender returns and the clarifications received from the tenderers.
- ix. The tenderer that ranked first after the quality / social value / price is recommended for contract award.

Approximately 100 trees are required to be removed for the works, it is proposed to appoint a contractor through the City Council's Landscape Construction Framework Agreement 2015-2019 for the proposed landscaping, including tree removal and planting works. The programme for the landscaping works is detailed below.

Equalities Analysis

An Equality Analysis for Ashted Circus Improvements has been carried out and is attached in Appendix B. The scheme is aimed at improving facilities for all road users including the local community and it is not envisaged that any user group will be adversely affected by the proposals.

Key Milestones

The delivery programme for Ashted Circus is as follows:

- Appointment of Landscape Contractor: January 2017.
- Appointment of Design and Construct Contractor: January 2017.
- Design start: January 2017.
- Commence tree removal and planting of new trees (in the vicinity but away from the junction): January 2017 to April 2017.
- Construction start (engineering works): August 2017.

	 Continue with planting new trees in the vicinity but away from the junction: October 2017 to April 2018. Construction finish (engineering works): July 2018. Complete landscaping and tree planting at the junction: October 2018 to April 2019. 			
Links to Corporate and Service Outcomes	The Ashted Circus scheme fully supports the primary objective 'A Strong Economy' as set out in the City Councils Business Plan and Budget 2016+. The proposal contributes to growing the economy through investment in transport infrastructure that supports new developments being built in Birmingham. It also aligns with the GBSLEP Strategy for Growth, Strategic Economic Plan.			
	Plan 3, 2011-2	2026, specifically oving road safety,	nd objectives of the Local Transport those targets around reducing improving the highway network and	
	Local Transport	Plan Objectives		
	The project will Transport Plan 20		following objectives in the Local	
	regeneration i	<i>n the West</i> Midlan f labour markets a	actor led growth and economic ads metropolitan area' by increasing and helping people access jobs by	
	the area's tran		ng greenhouse gas emissions from encouraging greater use of the most sport options; and	
	K03 'To improve the health, personal security and safety of people travelling in the West Midlands metropolitan area' by encouraging sustainable travel options and reducing road traffic casualties.			
			J	
Project Definition Document approved by	Cabinet	Date of Approval	11 th February 2013	
Document approved by Benefits			Γ.	
Document approved by	Mea Converting the signalised cross in	Approval	11 th February 2013	

	Removal of pedestrian subways and approach ramps and installation of signal controlled toucan crossings to be integrated into the signalisation of the junction.	Improved accessibility for pedestrians and cyclist in an area with trip attractors such as Aston University, Birmingham City University, student accommodation, City Centre schools, businesses and proposed Eastside Locks Development; Unite the Union Development, HS2 College and Birmingham Conservatoire. Encouraging walking and cycling by the provision of at grade crossing facilities, pedestrian and cycle. Existing parallel cycle routes will be reviewed and were necessary enhanced through additional signage.	
Project Deliverables	This project will deliver improvements at Ashted Circus - junction of the A4540 Dartmouth Middleway / A47 Nechells Parkway / B4114 Jennens Road / A4540 Lawley Middleway- related to motorist, cycle and pedestrian infrastructure, including:		
	 Converting the roundabout to a signalised cross road junction an filling the central island of the roundabout, removal of pedestria subways and approach ramps; Providing at-grade footway, signal controlled toucan crossings an right turn only lanes on all the four arms of the junction. Prohibiting U-Turns at the junction; Providing cycle lanes on B4114 Jennens Road (inbound & outbound and on A47 Nechells Parkway (inbound); Providing unsegregated shared use footway/cycleway to connect to the existing advisory cycle routes; Providing double yellow lines at Windsor Street South/ Nechell Parkway Junction; Removal of approximately 100 trees from areas around the junction. Provision of landscaping including planting of trees on a 2 for 1 basis in the new verge areas together with tree planting in the locality. The above project deliverables will both support and protect the City' growth objectives in terms of enabling access to key development sites reducing congestion, improving road safety and providing additional highway capacity. The project, together with the other improvements of the ring road, supports creation of up to 40,000 new jobs within the Enterprise Zone. 		
Scope	This project includes highway impro to support economic growth as detail	ovement measures at Ashted Circus iled in this FBC.	
Scope exclusions	The proposals cover the works detailed in this FBC only.		
	This project excludes any works on the proposed Birmingham Cycle Revolution (BCR) Scheme but will complement the measures that BCR will introduce.		
Dependencies on other projects or activities	Completion of the statutory Traffic Regulation Order (TRO) process. Any unresolved objections will be reported to the Cabinet Member for Transport and Roads for consideration.		

Achievability	The project involves standard highway engineering measures and the City Council has experience of successfully managing the delivery of highway projects of this nature. This scheme will also utilise Design and Construct support from a Contractor to be appointed on the Highways and Infrastructure Works Framework. The Contractor will be utilised to bring specialist expertise and support for Highway design elements, structures, traffic signals, street lighting, drainage, road safety audits, forward planning, phasing of the works, risk management, stakeholder and utilities management and CDM responsibilities, Statutory Undertaker's diversions are required and these will be programmed into the construction and managed by the Contractor to minimise any disruption to road users and delay to the construction programme. Notice will be provided to Suppliers on the Highways and Infrastructure Works Framework of the Design and Construct tender opportunity. This will enable Suppliers to plan resources and return the quotation within the set timescales. The construction works will result in some disruption to road users and businesses / residents in the locality. The constraints for working on the carriageway as stated in the tender prohibit lane closures during the daytime. The appointed contractor is required to put in place Temporary Traffic. Management, control, measures, these measures will be				
	developed during the Traffic Manager. The place a Stakeholder include the proposals	Traffic Management control measures, these measures will be developed during the design development stage in conjunction with the Traffic Manager. The appointed contractor is also required to put in a place a Stakeholder Engagement and Management Plan and this will include the proposals for communicating the construction works and expected disruption impacts to users.			
Project Manager	Kieran Boyle, Project Manager, Infrastructure Projects Tel: 0121 465 4405				
Budget Holder	Peter Parker, Design I Tel: 0121 303 7096	Development Manager, Infrast E-mail: <u>peter.parker@birming</u>	•		
Sponsor	Anne Shaw – Assistant Director, Transportation & Connectivity Tel: 0121 303 6467 E-mail: anne.shaw@birmingham.gov.uk				
Project Accountant	Alison Jarrett – Assista Tel: 0121 675 5431	ant Director, Finance E-mail: alison.jarrett@birming	Jham.gov.uk		
Project Board Members	 Project Director: Peter Parker Project Manager: Kieran Boyle Policy Manager: Phil Edwards LGF Manager: Lesley Edwards Finance: Alison Jarrett 				
Head of City Finance (HoCF)	Alison Jarrett (Assistant Director, Finance)	Date of HoCF Approval:			
Planned start date for delivery of the project	January 2017 (Design) August 2017 (Construction)	Planned date of technical completion	July 2018 (Construction Completion)		

ımmary							
Voyager Code	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Totals
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CA-02569	74	156	189	899	4314	2468	8100
	74	156	189	899	4314	2468	8100
				•		-	254
							2298
	0	3	0	0	0	0	3
	0	0	162	599	3314	1470	5545
	74	156	189	899	4314	2468	8100
							<u>2019/20</u>
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
						<u>(Part</u> Year)	(Full Year)
	0	0	0	0	0	17.551	26.326
	0	0	0	0	0	2.408	3.613
	0	0	0	0	0	19.959	29.939
	0	0	0	0	0	19.959	29.939
	0	0	0	0	0	19.959	29.939
	Voyager Code	Voyager Code 2013/14 £'000 74 74 74 0 0 74 0 0 0 74 0 0 0 74 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	Voyager Code 2013/14 2014/15 £'000 £'000 CA-02569 74 156 74 153 0 0 0 0 74 156 2013/14 2014/15 £'000 £'000 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	Voyager Code 2013/14 2014/15 2015/16 £'000 £'000 £'000 CA-02569 74 156 189 74 153 27 0 0 0 0 0 0 162 74 156 189 74 156 189 2013/14 2014/15 2015/16 £'000 £'000 £'000 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 <td>Voyager Code 2013/14 2014/15 2015/16 2016/17 £'000 £'000 £'000 £'000 CA-02569 74 156 189 899 74 156 189 899 0 0 0 300 0 0 0 300 0 0 0 300 0 0 0 300 0 0 162 599 74 156 189 899 74 156 189 899 2013/14 2014/15 2015/16 2016/17 £'000 £'000 £'000 £'000 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0<td>Voyager Code 2013/14 2014/15 2015/16 2016/17 2017/18 £'000 £'000 £'000 £'000 £'000 CA-02569 74 156 189 899 4314 74 156 189 899 4314 0 0 0 300 1000 0 0 0 300 1000 0 0 3 0 0 0 0 0 162 599 3314 74 156 189 899 4314 74 156 189 899 4314 2013/14 2014/15 2015/16 2016/17 2017/18 £'000 £'000 £'000 £'000 £'000 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0<td>Voyager Code 2013/14 2014/15 2015/16 2016/17 2017/18 2018/19 £'000 £'000 £'000 £'000 £'000 £'000 £'000 CA-02569 74 156 189 899 4314 2468 74 156 189 899 4314 2468 0 0 0 300 1000 998 0 0 0 300 1000 998 0 0 162 599 3314 1470 74 156 189 899 4314 2468 2013/14 2014/15 2015/16 2016/17 2017/18 2018/19 £'000 £'000 £'000 £'000 £'000 £'000 0 0 0 0 0 0 17.551 0 0 0 0 0 19.959 0 0 0 0 0 19.959</td></td></td>	Voyager Code 2013/14 2014/15 2015/16 2016/17 £'000 £'000 £'000 £'000 CA-02569 74 156 189 899 74 156 189 899 0 0 0 300 0 0 0 300 0 0 0 300 0 0 0 300 0 0 162 599 74 156 189 899 74 156 189 899 2013/14 2014/15 2015/16 2016/17 £'000 £'000 £'000 £'000 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 <td>Voyager Code 2013/14 2014/15 2015/16 2016/17 2017/18 £'000 £'000 £'000 £'000 £'000 CA-02569 74 156 189 899 4314 74 156 189 899 4314 0 0 0 300 1000 0 0 0 300 1000 0 0 3 0 0 0 0 0 162 599 3314 74 156 189 899 4314 74 156 189 899 4314 2013/14 2014/15 2015/16 2016/17 2017/18 £'000 £'000 £'000 £'000 £'000 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0<td>Voyager Code 2013/14 2014/15 2015/16 2016/17 2017/18 2018/19 £'000 £'000 £'000 £'000 £'000 £'000 £'000 CA-02569 74 156 189 899 4314 2468 74 156 189 899 4314 2468 0 0 0 300 1000 998 0 0 0 300 1000 998 0 0 162 599 3314 1470 74 156 189 899 4314 2468 2013/14 2014/15 2015/16 2016/17 2017/18 2018/19 £'000 £'000 £'000 £'000 £'000 £'000 0 0 0 0 0 0 17.551 0 0 0 0 0 19.959 0 0 0 0 0 19.959</td></td>	Voyager Code 2013/14 2014/15 2015/16 2016/17 2017/18 £'000 £'000 £'000 £'000 £'000 CA-02569 74 156 189 899 4314 74 156 189 899 4314 0 0 0 300 1000 0 0 0 300 1000 0 0 3 0 0 0 0 0 162 599 3314 74 156 189 899 4314 74 156 189 899 4314 2013/14 2014/15 2015/16 2016/17 2017/18 £'000 £'000 £'000 £'000 £'000 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 <td>Voyager Code 2013/14 2014/15 2015/16 2016/17 2017/18 2018/19 £'000 £'000 £'000 £'000 £'000 £'000 £'000 CA-02569 74 156 189 899 4314 2468 74 156 189 899 4314 2468 0 0 0 300 1000 998 0 0 0 300 1000 998 0 0 162 599 3314 1470 74 156 189 899 4314 2468 2013/14 2014/15 2015/16 2016/17 2017/18 2018/19 £'000 £'000 £'000 £'000 £'000 £'000 0 0 0 0 0 0 17.551 0 0 0 0 0 19.959 0 0 0 0 0 19.959</td>	Voyager Code 2013/14 2014/15 2015/16 2016/17 2017/18 2018/19 £'000 £'000 £'000 £'000 £'000 £'000 £'000 CA-02569 74 156 189 899 4314 2468 74 156 189 899 4314 2468 0 0 0 300 1000 998 0 0 0 300 1000 998 0 0 162 599 3314 1470 74 156 189 899 4314 2468 2013/14 2014/15 2015/16 2016/17 2017/18 2018/19 £'000 £'000 £'000 £'000 £'000 £'000 0 0 0 0 0 0 17.551 0 0 0 0 0 19.959 0 0 0 0 0 19.959

Notes - Revenue Consequences

Asset Management / Maintenance Implications

As part of the City Council's obligations under the Highway Maintenance and Management Private Finance Initiative (HMMPFI) contract, Highways have been formally notified of the proposed changes to the highway inventory arising from this scheme which has been allocated SSD No. 2910.

Consultation with Amey is also being carried out to coordinate the proposed works with other programmed activities on the highway network.

Maintenance Costs - Infrastructure Works

The Ashted Circus projects will create assets that will form part of the highway upon completion of the project; as such they will need to be maintained within the overall highway maintenance regime. The estimated net cost of including these newly created assets within the highway maintenance regime is £29,939 pa (full year 2019/20) as shown below. This additional cost will be funded from the provision for Highways Maintenance held within Corporate Policy contingency.

Ashted Circus Maintenance Cost	Maintenance and Liability Cost (Per Annum, Full Year)	Energy Cost (Per Annum, Full Year)	Total (Per Annum, Full Year)
Highway Assets	£31,326	£3,613	£34,939
*Four Subways and retaining walls	-£5,000	0	-£5,000
Total	£26,326	£3,613	£29,939

^{*}The de-accrual cost for decommissioning the subway and parts of the retaining wall has been estimated by the Project Manager based on previous cost estimates for similar works. As the design is developed this deaccrual cost will be reviewed working with the HMMPFI contractor.

İtem	Mandatory attachment	Number attached
Financial Case and Plan		
 Detailed workings in support of the above Budget Summary (as necessary) 	Mandatory	Included in section 2 and Private Report
 Statement of required resource (people, equipment, accommodation) – append a spreadsheet or other document 	Mandatory	Included in section 1
 Whole Lifecycle Costing analysis (as necessary) 	Mandatory	N/A
 Milestone Dates/ Project Critical Path (set up in Voyager or attached in a spreadsheet) 	Mandatory	Included in FBC
Project Development products		
Risk Management Assessment	Mandatory	Appendix C to Executive Report
Consultation Summary	Mandatory	Appendix D to Executive Report
Other Attachments (list as appropriate)		
Equality Analysis		Appendix B to Executive Report
Scheme Plans and Parallel Cycle Route Plans		Appendix E to Executive Report