

## Appendix A - Full Business Case (FBC)

### 1. General Information

<b>Directorate</b>	Economy	<b>Portfolio/Committee</b>	Transportation & Roads  Value for Money and Efficiency
<b>Project Title</b>	Erdington Controlled Parking Zone (CPZ)	<b>Project Code</b>	CA-02229

### Project Description

#### Introduction

This FBC provides details of proposed on-street parking controls on local roads in and around Erdington Town Centre prior to producing a detailed design.

It is proposed to establish a Controlled Parking Zone (CPZ) in Erdington; these are areas where parking restrictions apply for specific hours of the day/days of the week and are designed by taking account of the requirements of an area. Controls can help the Council manage and prioritise limited on-street space whilst assisting with encouraging the use of alternative travel modes.

This proposal reflects the varied feedback arising during the public consultation carried out. The resulting scheme forms part of the Economic Growth and Congestion Reduction Programme, which was approved by Cabinet at its 20<sup>th</sup> May 2013 meeting, and this FBC remains largely in accordance with the measures set out in the PDD approved in 2015.

#### Background

In May 2010 the Council published its Parking Policy, which sets out a requirement to undertake a review of on-street parking provision and controls where deemed appropriate. As a result, a broad framework was developed to determine and prioritise potential CPZ and Resident Parking Schemes (RPS) for further investigation.

The 'Erdington Parking Review' was included in a programme of CPZ/RPS development work and approval was given to undertake the review in November 2011. Parking beat survey data and land use mapping was reviewed to help develop some initial proposals and was used to identify areas of daytime residential and visitor parking. Existing TROs were also reviewed.

Erdington is a busy town centre where demand for parking was found to be high at times and the commercial centre is tightly bound by residential streets which can create parking issues for local residents, visitors and local workers. This is exacerbated by the current lack of parking control with commuters able to park in the area all day free of charge and travel by bus into the City.

The extent of the study area was originally set to include the streets where parking is most influenced by the local centre, where there is a mix of restrictions that operate at varying times and where roads could suffer displaced parking should controls be placed on surrounding roads. Currently, there is a 1-hour limited waiting restriction for much of the parking on and around the High Street. Residential areas, in the main, do not have any control other than some 'no waiting' restrictions. There are currently no areas of permit parking.

The initial scheme was developed to help address a number of specific local issues:

- Problems faced by residents living in or close to the centre finding suitable parking spaces near to their properties: kerb space in the residential areas is regularly in high demand which means residents face difficulties finding suitable places to park.
- Consideration of where parking displacement may occur to surrounding roads.
- Provision of adequate and convenient parking for visitors and shoppers in the centre of Erdington.
- Management of employee parking and controls to help encourage use of sustainable modes of transport.
- Ensuring disabled bays are available for Blue Badge Holders at key locations.
- Local concern about the potential impact that pay and display parking could have on the centre, its cost and the time limits imposed.

The purpose of the project is to enable priority for local residents, where appropriate, whilst ensuring that sufficient parking remains available for visitors and some local workers around the centre through better parking management. Additionally, measures aim to assist in promoting sustainable transport by increasing the attractiveness of public transport, cycling and walking as a travel choice and will contribute towards improving health, the environment, reducing car usage and providing better access for people without access to a car.

### **Development Work Undertaken**

Initial public consultation was carried out in the Erdington Town Centre area in 2012. The Project Definition Document (PDD) was prepared in 2013 followed by approval in 2015.

Four options were considered in the first instance to address the issues mentioned above throughout the development process and are set out in the PDD.

The proposed option that is the subject of this FBC was developed following the second stage of public consultation and a further targeted consultation with disabled residents; the key aspects of this proposal are set out in this FBC with final details subject to detailed design.

A survey of the condition of the carriageways within the scheme has also been undertaken and a number of roads have been identified as needing remedial works prior to scheme implementation. Discussions with Amey are currently underway, with a view to carriageway repairs for the majority of the roads being completed prior the scheme commencing on site. The area of central reservation on Sutton New Road however, is unlikely to be resurfaced, this means that in order to progress pay for parking, this area will require car park signage at the entry points as it is unlikely that the existing bay markings will be refreshed.

### **The Proposed Scheme**

It is proposed to introduce a variety of new parking controls to the area to deliver a traffic management outcome to suit the individual location and local issues. This will include the following five different categories of restriction:

- **Permit holders** only parking bays and zones (for residents and / or businesses permit holders between Monday and Saturday 8AM – 6PM – this could be split into two zones with separate times of restriction during detailed design to include evenings for those roads closest to the centre).
- **Pay for parking** bays (maximum stay 2 hours between Monday and Saturday 8AM – 6PM).
- **Limited waiting** bays (maximum stay 2 hours or maximum stay 1 hour between Monday and Saturday 8AM – 6PM).
- **No waiting** zones ('no waiting at any time' and 'no waiting at any time and no loading between Monday and Saturday 8AM and 6PM').
- **Other** parking bays (including disabled blue badge holder parking bays, motorcycle bays and no stopping at any time except taxis bays).

Outside the specified times the bays would allow unrestricted parking.

The identified option seeks to:

- Provide an improvement in the availability of parking for local residents;
- Allow greater flexibility for visitors to Erdington to park for longer and spend more time around the local centre;
- Provide more parking for visitors (e.g. shoppers), closer to the High Street, making Erdington more attractive as a retail destination;
- Limit the amount of parking which can occur for the whole day, particularly by people who are not working in or visiting Erdington (e.g. commuters who park for free then catch bus services into the city centre); and
- Provide controls which are easier to enforce, thus increasing the level of compliance and encouraging turn-over of spaces.

In addition to the benefits there are costs associated with providing new controls which also incur on-going maintenance costs (lining, signs and posts, pay and display machines and additional cost of processing of permits).

The drawing of the proposal circulated during the second stage of consultation in 2015 is attached in **Appendix F**. The amended scheme on which this FBC is based can be seen in **Appendix G**, although final measures are yet to be agreed through the detailed design process.

Key changes between the initial and current proposals made following consultation include:

- **Dunvegan Road and Bracadale Avenue** removed from the permit scheme due to lack of support.
- No waiting restrictions on **Moor End Lane** significantly reduced to protect junctions and access only.
- **Permits zones** recommended on Machin Road and Orchard Road due to the frequency of dropped kerbs along the road, making it difficult to implement logical bays.

Following the second stage of consultation in 2015, **Spring Hill** was to be removed from the scheme due to lack of support. However a petition from residents was received in June 2016, resulting in the road being reinstated into the scheme as a permit zone.

The proposals have been further updated to reflect the responses received from the disabled residents consultation conducted in November. Bays which residents will need to show both a valid permit and blue badge to be able to park in have been included; refer to **Appendix G** for locations.

Using the cashless payment system is considered significantly more cost-effective, but considering feedback received through the consultation it is recommended that Pay and Display (P&D) machines are also provided, with additional limited waiting bays the only other potential solution identified.

The proposal outlined in this FBC following Stage 2 Consultation currently stands as follows:

- **Permit parking scheme:**
  - York Road \*
  - Avenue Road \*
  - Oxford Road
  - New Street \*
  - Wilton Road
  - Osborne Road
  - Mason Road \*
  - Edwards Road \*
  - Hart Road \*
  - Holliday Road \*
  - Orchard Road
  - Trafalgar Road \*
  - Church Road
  - Harrison Road \*
  - Newman Road \*

- Spring Hill
- Summer Road
- Machin Road
- Swan Gardens
- Orphanage Road

\* Indicates a road which includes permit and blue badge bays for disabled residents.

- **Pay for parking areas:**

- Sutton New Road
- New Street
- Barnabas Road
- York Road
- Coton Lane
- Newman Road
- Harrison Road

- **Limited waiting bays** (new or amended restriction):

- High Street
- York Road
- New Street
- Barnabas Road
- Edwards Road
- Station Road
- Orphanage Road
- Mason Road

- **Other parking bays:**

- Disabled Blue Badge Holder bays (High Street, Barnabas Road, Wilton Road, Mason Road, Orphanage Road)
- No stopping at any time except taxis (High Street)
- Motorcycle bay at any time (Wilton Road and Coton Lane)

'No waiting at any time' and 'No waiting and no loading at certain times' restrictions are also included as part of the proposals. The restrictions are focused mainly at junctions; refer to **Appendix G** for further details.

### **Scheme Operation**

The permit area is defined in **Appendix G**. Residents and workers must live and/or work within the permit boundary shown to be eligible to apply for a permit.

Residential permits will be limited to two per household with no maximum limit on the number of permits available. Business permits will be available on a first come first served basis, with an initial maximum limit of 100 permits. (max. one per employee). This will be subject to review.

Residents provided with a specific bay for disabled persons parking must have and show both a valid permit and blue badge to be able to park.

A waiver will be issued for Health Service workers and professional carers. No charge is being made for these waivers and the cost will need to be covered from permit income. A similar scheme will be operated with the professional carer organisations.

Consultation with Street Services will also be carried out to ensure coordination of the proposed works with other programmed activities on the highway network.

### **Consultation and Engagement**

An initial public consultation was carried out in the Erdington Town Centre area in 2012 (Stage 1 consultation). At the time around 69% of those that responded said they would be supportive of a permit scheme and other controls suggested across the area. This is based upon the responses of 278 residents (a response rate of around 14%). This is a normal level of response for consultations of this nature and deemed acceptable to proceed with development of a scheme.

A further public consultation (Stage 2) was conducted between August and October 2015 on specific details of a proposed scheme. A total of 382 residents responded to this consultation (an improved response rate of 18.6%). Whilst the second consultation was not intended to debate whether the scheme should proceed or not, and was intended to be more about what format the scheme should take, there were still concerns raised about the exact level of restrictions. The majority of respondents remain in favour of the scheme; a full consultation summary is available in **Appendix D** with the report developed by AECOM in **Appendix E**. The key findings are outlined below.

#### **Positive**

- 105 (27%) said that they were satisfied with the proposals as shown but offered additional comments.
- 115 (30%) respondents provided comments requesting changes with some indicating that they would be in favour of the scheme subject to various amendments.

#### **Negative**

- 122 (32%) of respondents stated that they did not agree with the proposals suggested, of those 57 (47%) objected to the scheme as a whole and 22 (18%) were not in favour due to the cost of the scheme.

#### **Neutral**

- 26 (7%) of respondents said they did not know if they were satisfied with the scheme or had no particular opinion.
- 14 (4%) did not provide a final answer.

In November 2016 a further round of consultation was conducted as a result of

the Equality Analysis identifying a potential adverse impact on disabled persons living within the CPZ. This was primarily with residents who currently or historically had advisory disabled bays marked outside of their properties although other residents who had raised concerns regarding disabled parking during the second round of public consultation were also contacted. Residents were asked whether they still required disabled persons parking or if they knew of a neighbour that had a requirement.

A total of 45 letters were sent out with 22 responses being received (48.9%). 21 residents requested disabled persons parking with 1 person stating the bay outside their house was no longer needed.

The Erdington Ward Councillors have actively supported the development of the parking scheme. Additionally the Stockland Green Ward Councillors have been updated with regards to the progress of the works and the findings of the consultation as there are 3 streets within the scheme area which fall within their Ward.

The developed scheme set out in this FBC attempts to reflect the views of the local community and seeks to address points which are seen as the biggest issues locally. Subject to approval of the FBC, the scheme will undergo a formal statutory consultation as part of the formal Traffic Regulation Order process. Details of the scheme operation will also be distributed to residents at this time. The local community will then be able to consider the final proposals and either object to or support the implementation of proposed parking restrictions.

The Traffic Regulation Order (TRO) to introduce the CPZ will be subject to statutory advertisement following approval of the FBC.

### **Equalities Analysis**

An initial screening Equality Analysis (EA) was completed in 2012 but due to the amount of time elapsed a new initial screening EA was submitted in 2016.

The latest EA indicated that the scheme may have an adverse impact on disabled persons living within the CPZ as advisory disabled bays will need to be removed from the area to allow for permit parking to be introduced. Residents with advisory bays and other residents who raised concerns about disabled parking within the Stage 2 consultation were identified and written to in November 2016 with their concerns being addressed in the latest proposals.

The approved EA initial screening is attached as **Appendix B**.

### **Capital Implications and Funding**

The total capital cost of the proposals from initial consultation to completion of implementation and post-implementation review is expected to be in the region of £401,191, funded by Integrated Transport Block (ITB) resources.

As with other similar schemes a small allocation of £12,000 has been included to undertake a post-implementation review the following year, not including any amendments which may come about as a result. An Optimism Bias has also been applied to this considering the varied feedback received from the local community.

### **Revenue Implications**

This project 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 £4,797.42 per year. This cost will be funded from the provision for Highways Maintenance held within Corporate Policy contingency. A Maintenance Finance Statement is included at the end of this Appendix. Energy costs of approximately £900 per year for the operation of the pay and display machines will be applied to the existing Birmingham City Council account 'Unmetered Supply – Car Park Ticket Machines and Lights'.

In addition to the above maintenance liabilities there are also associated revenue costs per year for permit processing and asset management of the Pay & Display machines which are estimated to be around £18,913 per annum. This includes for the operational maintenance and cash collection of the Pay & Display machines.

As a result of the proposed introduction of the permit parking and charged on-street parking proposals, a fees and charges framework will have to be agreed. The fees and charges proposed for this project have been set at a level which is consistent with other local charges across the City, however all parking tariffs are currently under review in the City's Parking Policy. The total income associated with annual permit income, Pay & Display income and enforcement is anticipated to be in the region of £259,308 per annum.

The total net position per full year is therefore estimated to be a surplus of £240,395.

These figures differentiate from the PDD due to a reduction in the amount of proposed pay for parking bays and the removal of the proposal to have the first hour free for Pay and Display parking. This is now chargeable at 90p for the first hour in line with other CPZs across the City. The amount of different types of bay has also been simplified; the PDD featured three different types of pay for parking bay (Two hour Parking Bays, Four hour Parking Bays and Shared Use Parking Bays) whereas the FBC only proposes bays for parking of up to one hour or up to two hours.

Experience from previous parking schemes shows that parking payment and Penalty Charge Notice (PCN) income will cover the cost of operating and enforcing the scheme. The costs of enforcing and processing any Penalty Charge Notices issued are estimated to be neutral. Whilst there could be an



	<p>increase in PCN's initially, as people become familiar with the new controls it is anticipated that levels will fall back to current levels.</p> <p>Any deficit / surplus generated by the scheme shall be dealt with in accordance with section 55 of the Road Traffic Regulation Act 1984. Deficit in the account shall be made good out of the general fund, whereas surplus shall be applied to purposes referenced in subsection 4 which include meeting costs incurred for public passenger transport services, highway or road improvement projects in the local authority's area or environmental improvements.</p> <p><b><u>Procurement Strategy</u></b></p> <p>The contract for the works will be awarded using the City Council's Highways and Infrastructure Works Framework Agreement 2014-18 in accordance with its protocol. The contract for the supply and installation of the Pay and Display Machines will be awarded following a competition exercise using the Eastern Shires Purchasing Organisation Parking Management Solutions Framework Agreement.</p> <p>Subject to the outcome of the statutory consultation, work is currently anticipated to start on site in January 2018, with works finishing in April 2018.</p> <p><b><u>Legal Implications</u></b></p> <p>Birmingham City Council in carrying out transportation, highway and infrastructure related work will do so under the relevant primary legislation comprising the Town and Country Planning Act 1990; Highways Act 1980; Road Traffic Act 1974; Road Traffic Regulation Act 1984; Traffic Management Act 2004; and Transport Act 2000 and other related regulations, instructions, directives and general guidance.</p>		
<p><b>Links to Corporate and Service Outcomes</b></p>	<p>This project supports and contributes to Council priorities, in particular:</p> <ul style="list-style-type: none"> <li>• A strong economy: An enterprising, innovative green city delivering sustainable growth, meeting the needs of the population and strengthening Birmingham's global standing.</li> <li>• Thriving local communities: Every citizen living within a strong and cohesive community which values and supports each of its members, and is empowered to influence the services and decisions affecting their neighbourhood. Everyone feels they belong and shares the benefits of living here.</li> </ul> <p>The project is also consistent with the aspirations of Birmingham Connected.</p>		
<p><b>Project Definition Document Approved by</b></p>	<p>Cabinet Member for Transport and the Economy jointly with the Deputy Chief Executive</p>	<p><b>Date of Approval</b></p>	<p>8 October 2014</p>
<p><b>Benefits</b></p>	<p><b>Impact</b></p>		

<b>Quantification- Impact on Outcomes</b>	<p>The scheme aims to:</p> <ul style="list-style-type: none"> <li>• Improve access to on-street parking for residents and their visitors;</li> <li>• Ensure residents have parking spaces and social areas, and streets are not congested with other traffic parked or searching for spaces.</li> <li>• Make enforcement of restrictions easier, therefore encouraging compliance and turn-over. This in turn will provide an improved available facility for customers and visitors to the High Street; and</li> <li>• Encourage those who wish to stay longer to use the off-street car parks as well as prevent all day parking by commuters who travel on public transport to other parts of the City.</li> <li>• Reduce safety concerns through inconsiderate parking and drivers cruising for parking spaces around the town centre.</li> <li>• Assist with the City's duties under the Traffic Management Act 2004.</li> </ul>
<b>Project Deliverables</b>	<p>The current proposal is reflected on the drawing in <b>Appendix G</b> and is detailed above. The project seeks to improve parking provision in the area through the introduction of a controlled parking zone with permit bays, no waiting areas, limited waiting areas, and pay and display parking. Therefore, a TRO or TROs will be introduced, and new lines and signing will be required.</p>
<b>Scope</b>	<p>Implementation of project deliverables as set out in this FBC.</p>
<b>Scope Exclusions</b>	<p><b>Carriageway remedial works required prior to scheme implementation are to be undertaken by Amey.</b></p>
<b>Dependencies on other projects or activities</b>	<p>This programme will be dependent upon the outcome of TRO advertisement and the placement of orders with available contractors. Works will be aligned with the Highway Maintenance PFI Contractor maintenance works programme.</p> <p>This programme will also be dependent on the agreement of a fees and charges framework for the scheme, all parking tariffs are currently under review in the City's Parking Policy</p>
<b>Achievability</b>	<p>The programme contains standard transportation infrastructure elements for which the necessary engineering expertise is fully available within the Infrastructure Projects. The scheme will be implemented within the existing Highway limits. No difficulty in obtaining the suitable contractors is envisaged.</p> <p>A Risk Management Assessment is contained in <b>Appendix C</b>.</p>
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<b>Budget Holder</b>	<p>Mike Steele – Infrastructure Projects Tel: 0121 303 7363 Email: <a href="mailto:Mike.Steele@birmingham.gov.uk">Mike.Steele@birmingham.gov.uk</a></p>
<b>Project Accountant</b>	<p>Andy Price – Finance Manager Tel: 0121 303 7107 E-mail: <a href="mailto:andy.r.price@birmingham.gov.uk">andy.r.price@birmingham.gov.uk</a></p>
<b>Project Sponsor</b>	<p>Anne Shaw – Assistant Director, Transport and Connectivity Tel: 0121 303 6467 E-mail: <a href="mailto:anne.shaw@birmingham.gov.uk">anne.shaw@birmingham.gov.uk</a></p>

<b>Project Board Members</b>	Programme Manager – Paul Simkins Project Manager – Debbie Mitchell Project Accountant – Andy Price		
<b>Head of City Finance (HoCF) Economy</b>	Simon Ansell – Head of City Finance	<b>Date of HoCF Approval:</b>	15/05/2017

<b>2. Budget Summary</b>						
	<b>Voyager Code</b>	<b>Up to Mar16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>Totals</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Capital Costs &amp; Funding</b> Development, Design, Implementation and Management costs, Contingency	CA-02229-03	50,275	40,589	293,047	17,280	401,191
<b>Totals</b>		<b>50,275</b>	<b>40,589</b>	<b>293,047</b>	<b>17,280</b>	<b>401,191</b>
<b>Funding</b>						
LTP ITB (Carbon Reduction)		27,338				27,338
LTP ITB (Economic Growth & Congestion)		22,937	40,589	293,047	17,280	373,853
<b>Totals</b>		<b>50,275</b>	<b>40,589</b>	<b>293,047</b>	<b>17,280</b>	<b>401,191</b>
		<b>Up to Mar16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19 and later years</b>	<b>Future Years</b>
<b>Revenue Consequences</b>						
<b>Expenditure</b>						
Permit processing cost					11,935	
<u>Operational costs of P&amp;D machines</u>						
Cash collection					2,028	
Maintenance of machines					4,050	
Power supply					<u>900</u>	
<u>Total Expenditure</u>					<b>18,913</b>	
<b>Income</b>						
On street parking					(237,110)	
Permit Purchase					(22,198)	
<u>Total Income</u>					<b>(259,308)</b>	
<b>Net revenue Income</b>					<b>(240,395)</b>	
<b>Other Revenue Consequences</b>						
Maintenance of signs, lines etc.					4,797	
<b>Funded By:</b>						
Corporate Policy Contingency					4,797	
<b>Planned Start date for delivery of the project</b>	<b>Jan 18</b>		<b>Planned Date of Technical completion</b>		<b>Apr 18</b>	

## Notes – Revenue Consequences

### A) Asset Management / Maintenance Implications

As part of the City Council's obligations under the Highway Maintenance and Management Private Finance Initiative (HMMPFI) contract, Highways will be formally notified of the proposed changes to the highway inventory arising from this scheme. The SSD number for the project is SSD No. 3600.

### B) Maintenance Costs

The project has been formally notified to highways and has been allocated SSD No. 3600. The additional annual maintenance costs arising as a result of this project is estimated to be £4,797.42 and will be funded from the Highways Maintenance provision held within the Corporate Policy Contingency. Current cost is estimated from preliminary design work undertaken and further reviews will be necessary as the detail design progresses.

### C) Operational Costs

The operational costs of Pay & Display machines include an annual maintenance cost of £450 each (9 machines), annual power supply at £100 per machine, cash collection charge of £39 per week for all 9 machines in the proposed scheme area, and a current permit processing cost of £15.34.

### D) Revenue Generation

As a result of proposals to introduce permit parking and charged on-street parking it is estimated that the scheme will generate a gross annual income of £259,308 during an average full year. This is generated by income from:

- On-street Pay & Display spaces – £237,110 (see breakdown in table below)
- Permits - £22,198
  - Resident Permits (based upon an uptake of 622 at £16 per permit): £9,952
  - Business Permits (based upon an uptake of 78 permits at £125 per permit): £9,750
  - Second Vehicle Permits (based upon an uptake of 78 permits at £32 per permit): £2,496

**Table 1: Pay and Display parking breakdown**

Charges		Days of Operation	Annual Estimated Revenue for 126 proposed parking bays
<b>90p*</b> up to one hour	Weekdays	260	£148,356
	Saturdays	52	£33,509
<b>£1.60*</b> up to two hours	Weekdays	260	£43,680
	Saturdays	52	£11,565
<b>Total</b> (Calculations based upon, Parking Demand x Charge x Days of Operation = Annual Estimated Revenue)			<b>£237,110</b>

\* Current figures based upon charges in the Outer zone CPZs in the City. Figures subject to change as all parking tariffs are currently under review in the City's Parking Policy.

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*Note that the assumptions on likely Pay & Display parking use and proportion of permit types, were based on the findings of the Erdington Parking Review Technical Note - Clarifications on Revenue Implications from January 2013 conducted by Atkins.*

### **Milestone Dates**

Remaining key milestones for this project have been assessed and are listed in **Table 2** below:

**Table 2: Key Milestones**

<b>Milestone</b>	<b>Target Date</b>
Approval of Full Business Case	July 2017
Form of Authority Sign-off for the Traffic Regulation Order	August 2017
Advertise Traffic Regulation Order	October 2017
Determine Objections (if any)	November 2017
Appoint Contractor	December 2017
Commence Works	January 2017
Complete Works	April 2018
Post implementation Review	April 2019

<b>3. Checklist of Documents Supporting the FBC</b>		
<b>Item</b>	<b>Mandatory attachment</b>	<b>Number attached</b>
<b>Financial Case and Plan</b>		
<ul style="list-style-type: none"> <li>Detailed workings in support of the above Budget Summary (as necessary)</li> </ul>	Mandatory	See Private Report
<ul style="list-style-type: none"> <li>Statement of required resource (people, equipment, accommodation) – append a spreadsheet or other document</li> </ul>	Mandatory	Included in section 2
<ul style="list-style-type: none"> <li>Whole Lifecycle Costing analysis (as necessary)</li> </ul>	Mandatory	Included in FBC
<ul style="list-style-type: none"> <li>Milestone Dates/ Project Critical Path (set up in Voyager or attached in a spreadsheet)</li> </ul>	Mandatory	Included in FBC
<b>Project Development products</b>		
<ul style="list-style-type: none"> <li>Risk Management Assessment</li> </ul>	Mandatory	Appendix to C to Executive Report
<ul style="list-style-type: none"> <li>Consultation Summary</li> </ul>	Mandatory	Appendix to D to Executive Report
<b>Other Attachments (list as appropriate)</b>		
<ul style="list-style-type: none"> <li>Equality Analysis</li> </ul>		Appendix B to Executive Report
<ul style="list-style-type: none"> <li>AECOM Consultation Report</li> </ul>		Appendix E to Executive Report
<ul style="list-style-type: none"> <li>Initial Proposals</li> </ul>		Appendix F to Executive Report
<ul style="list-style-type: none"> <li>Scheme Overview</li> </ul>		Appendix G to Executive Report