

Mandate / Brief / PID Guidance Notes	
<p>The Mandate/ Brief/ PID is a workflow project management document. It is a single point of truth that sets out what is proposed with a project, who is involved, any risk, constraint or interdependency issues, what budget is needed, which governance groups it is taken to for approval, and what decisions are made on the project. Only one is used for each capital project, throughout the duration of the project lifecycle. Initially, in the Foundation stage of project development, a Project Delivery Manager will complete this document as a Mandate. It will be updated to a Brief in Discovery project stage, and to a PID in the Design project stage. The Mandate/ Brief/ PID is protected to maintain the formulas and supporting guidance so please don't try and unprotect the document. On the form you will see grey boxes, this is where you input text and once complete press Tab to move to the next grey field. If you want to go back to a previous field just press Shift & Tab. When completing the financial breakdown table, to add up the figures as just press tab on to the next box and the figures will add up.</p>	
Guidance notes and definitions	
Author	This should be the Project Delivery Manager or Project Sponsor. <i>Note: editing of the project PID will be limited to author, the Finance Lead and the PMO.</i>
Project and Governance Details	
Project Number	Each project will have a number, issued by the Project Management Office (PMO).
Project Name	Name/description of the capital project. This should be appropriate for the entire lifecycle of the project.
Version	The version numbers helps keep track of changes, ensure everyone is working with the most up-to-date information, and maintain version control.
Have we delivered any similar projects in the past?	If we have worked on a similar project previously, please review the closure report as it will provide valuable context. It will help identify lessons learned, best practices, and potential risks based on previous experience.
Proposed Project Governance (to be agreed by Working Group and Placemaking Board)	
Proposed Project Governance	This sets out who is involved in the project, and who is responsible and accountable for its development and delivery.
Project Sponsor	A senior Council Officer, normally an Assistant Director or Head of Service, with overall responsibility for the success of the project across its lifecycle, from Foundation to Review stage. The sponsor is responsible for ensuring there is a clear business case articulated in the project management document, that it is delivered within budget and that the benefits are realised.
Project Executive	Director who has overall accountability and is responsible for making key determinations (project gateways and exceptions issues) on the commissioning/ specification of a capital project, including where that is delivered through other service areas in the Council. They will hold the project sponsor and project manager to account.
Project Delivery Manager (PDM)	A single Council Officer with responsibility for day-to-day delivery of the project. They develop the project in its foundation stage (including commissioning feasibility studies), are responsible for writing and updating the Mandate/ Brief/ PID and tracking whether the project is being delivered to plan, timescales, budget, and quality. They will highlight general progress, report on gateways, and escalate exception issues and proposed changes to the Project Sponsor and Working Group.
Project Assurance	Independent corporate support provided by the Project Management Office to ensure that the Project's costs, risks, and delivery plan are being managed effectively by the Project Delivery Manager and Project Team/ Group. They provide assurance to the Project Executive and Capital Programme Board that anticipated outputs, outcomes and benefits are deliverable.
Working Group	To provide the overall direction on the Project to deliver agreed strategic objectives and deliverables. <i>Note: Not every project will have a working group, or it may be stood up/ down at different project stages</i>
Project Team/Group	Initiated and led by the project delivery manager, the project team/ group will normally be made up of staff from different departments across the Council, as well as potentially externally commissioned agents (consultants, contractors, technical experts) to provide subject matter expertise to enable development and delivery of a project across its lifecycle.
Finance Officer/Lead	This is a nominated representative from the Finance Team. They must be sent the PID link by the PDM and must be consulted with regarding the initial project costs. They should also be regularly consulted during subsequent project gateways: to ensure that all project costs are identified and accounted for in the Capital Programme and Medium-Term Financial Plan; to control project delivery costs in line with accounting standards; and, to ensure that sufficient budget is available for project development and delivery.
Programme Management Office Lead	This is a nominated Capital Programme Officer from the Programme Management Office (PMO). They must be sent the PID link by the PDM and will set up an initial meeting with the PDM and Finance to check and help complete the PID. They will set up a project folder in Teams, provide a project reference number and include the project in the Capital Programme pipeline. They must be consulted on project gateway work and will facilitate gateway approvals and exception matters/ change requests at the Capital Programme governance groups.
Support/Resources	
What support/resources will be needed from other service areas?	Include here what resources are required for the project, including internal and external staff, financial or other physical resources. Consider whether these can be sourced from resources within SBC? You may be required to provide a fully costed resource plan to evidence sufficient resources.
Communication and Stakeholders	
Communication Plan	Please contact the Communications Team for a template. The Communication Plan ensures that all stakeholders receive the right information at the right time, fosters transparency, and clarifies roles and responsibilities.
Stakeholders	Stakeholders are individuals, groups, or organizations that have an interest in or are affected by a project, its outcomes, or its processes. They can include project team members, customers, sponsors, suppliers, regulators, and the wider community. The method of contact can include: Emails, Meetings (in-person or virtual), Phone calls, Video conferencing, Newsletters or reports, Project dashboards or online portals, Instant messaging apps (e.g., Slack, Teams), Workshops or seminars etc.
Project Description	
Project Description	A project description is a clear, concise summary that outlines the purpose, scope, and objectives of a project. It provides stakeholders with an understanding of what the project aims to achieve. What should be included: Project purpose and goals: Why the project is being undertaken and what it aims to accomplish. Scope: The boundaries of the project — what is included and what is not. Deliverables: Key outputs or products the project will produce. Background: Context or reasons for initiating the project. Key stakeholders: Who is involved or impacted. Timeline: Overview of the expected schedule or key milestones. High-level resources: Budget, team, or tools involved (if relevant).
Non-Negotiable Outcomes	Non-negotiable outcomes are essential results or deliverables that must be achieved for a project to be considered successful. These outcomes are fixed and cannot be compromised or altered, as they are critical to the project's purpose, stakeholder expectations, or strategic goals.
Exclusions/Not in Scope	These are activities, deliverables, or areas that the project will not address, helping to manage expectations, prevent scope creep, and focus efforts on what is agreed upon. Please list the things that project won't be delivering.
Key Interfaces	Key interfaces are the points of interaction or communication between the project and external systems, teams, or organisations. They define how different parts of the project or external entities will connect, exchange information, or collaborate.
Constraints	Project constraints are anything that restricts or dictates the actions of the project team. This can be quite wide ranging and can be related to resources, time, budget, technology, or other factors that limit options or decision-making. E.g. Fixed deadlines, Budget caps, Limited availability of personnel or equipment, Regulatory or compliance requirements.
Dependencies	Dependencies are relationships between tasks or activities where one depends on the completion or start of another. A dependency occurs when one deliverable is needed to make progress on another deliverable. Therefore, they determine the order in which tasks need to be performed for the project to progress smoothly.
Assumptions	An assumption is something believed to be true or taken for granted without immediate proof, which is considered to be valid for planning purposes. Assumptions are used to fill gaps in information and help in developing project plans.
Project Plan Milestones -	
Key Milestones	A milestone is a marker in a project that signifies a change or stage in development. Milestones are powerful components in project management because they show key events and map forward movement in your project plan. Milestones act as signposts through the course of your project, helping ensure you stay on track.
Risks and Mitigation -	
Risk Register	A risk register is a tool used in project management to document and track potential risks that could impact a project.
Key Risk	A risk is something that may lead to a negative outcome and can be foreseen and mitigated against. Key risks are those which score over 16 using the Council's risk matrix, or score 5 in any of the domains on the risk proportionality matrix.
Mitigation Actions	A mitigation action is a step or measure taken to reduce the likelihood or impact of a risk. In project management, it's part of the risk response plan and aims to prevent a risk from occurring or lessen its consequences if it does happen.
Project Gateways	
Project Gateway	Formal control and decision-making stages, determined at Project Working Group (see the Governance Structure). The project's current status will be reviewed, including its performance to date against budget, timelines, milestones, and any scope changes, prior to the Working Group Chair determining whether it can progress to the next project stage. The determination will include the Financial Authorisations Approved Amount for each gateway (not cumulative), which will be completed by Finance Lead for the project and returned to the officers. Any comments from the Working Group or Placemaking Mission Board on the project will be recorded on the form by Finance or the PMO and returned to the Project Manager.
Board Hearing Report & Working Group/Board Comments	This section will be completed by the PMO on behalf of the PDM, Working Group and/ or Placemaking Mission Board.
Financial Authorisation Approved Amount	This section must be completed by the Finance Lead for the project.
Estimated Project Start on Site/Delivery Date	This should be an estimated date for starting on site or delivery starts. (For the Mandate and possibly Brief you may not know this information)

Estimated Project Completion Date:	Enter the date the project is going to delivered by. (For the Mandate and possibly Brief you may not know this information)
Estimated Gateway Costs:	Enter the amount of money estimated would need to spend to get the project to the next Gateway.
Cost Codes	
Revenue:	Revenue budget is the everyday operational budget we have to run our services. If you brought this to a household level your revenue budget is the food and drinks you put in your fridge.
Capital:	Capital budget generally comprises the buying, construction or improvement of physical assets. Again, if this was a household example this would be the money used to fix your fridge if it breaks.
Future Revenue Costs	
Future Revenue Costs to Council Resulting from Project:	This is any additional costs that will need to be factored into future budget planning following capital completion e.g. maintenance costs of a new site/ building. Please state an approximate cost and how these will be funded also.
Procurement Strategy	
Procurement Strategy:	This is a summary of your plan for how any goods and services needed to design and deliver the project will be delivered. Project Delivery Managers must include summary information of the procurement strategy they will be utilising to enable design and delivery of a capital project. As an example, and depending on the value of the project, this might involve undertaking a quotation, tender exercise, or use a call off from an existing framework. Consult the current Contract Procedure Rules and the Procurement Team if you need assistance to specify your strategy.
Social Value:	Is the quantification of the relative importance that people place on the changes they experience in their lives. Please check the policy link to check current guidance. For assistance, contact corporateprocurement@stockton.gov.uk
Financial Breakdown	
<p>In conjunction with the Finance lead, figures should be entered for each of the years and then press tab to move on and as you exit the square it will add up the figures for you in the columns.</p> <p>If you have any ongoing revenue costs, please identify where they are going to be funded from.</p> <p>AGREED TOLERANCES – these are set boundaries within which a project’s operational delivery might reasonably deviate from the original estimated project timeframe, costs, risks and deliverables. In the interests of organisational efficiency and enabling, empowering Project Delivery Manager and project teams/ groups to get on and manage their project, any deviation within tolerances will not need to be reported but when they are exceeded, they must be reported to WG and PMB. The Project Delivery Manager should keep the Project Sponsor apprised of deviations when they occur and particularly when the project is approaching tolerance boundaries.</p> <p>Any changes in tolerances would require a Change Request form submitting to either the Working Group or Placemaking Mission Board/CMT/Cabinet (depending on who is overseeing the project) for authorisation.</p>	

CAPITAL PROJECT PID Document: Foundation - Mandate						
This should be the Project Delivery Manager or Project Sponsor. <i>Note: editing of PIDs will be limited to the author, the Finance Lead and the PMO.</i>						
Author: Rachel Butler						
Project and Governance Details						
* Project Number: <small>(to be provided by PMO)</small>		Project Name:		Mayoral Renewables Fund (MRF) Social Care Solar		
Version:		Have we delivered any similar projects in the past?		Yes (Please locate previous Closure Report and review it)		
If we have delivered similar projects in the past, please provide the name of the project:						
Ingleby Barwick Leisure, Cowpen Depot, Billingham Forum - all solar projects.						
Proposed Project Governance <small>(to be agreed by Working Group and Placemaking Board)</small>						
Project Sponsor: <small>(SBC senior responsible officer address Directorable from which project is generated)</small>		Project Executive: <small>(Chair of Working Group)</small>		Neil Mitchell		
Project Delivery Manager: <small>(SBC officer with responsibility for day-to-day delivery of project, including where delivered by external agent)</small>		Project Assurance: <small>(Critical friend. If none available, PMO rep to be included here)</small>		Rach Butler		
Working Group: <small>(If this is not relevant, leave blank)</small>		Project Team/Group: <small>(This must be completed - details of SBC officers involved in ensuring delivery of project)</small>		Asset		
Finance Officer: <small>(Must be completed Finance Lead - they must be consulted on project gateway work and asked to confirm this to PDM via email)</small>		Programme Management Office Lead: <small>(To be completed by PMO Lead - must be consulted on project gateway work & asked to confirm this to PDM via email)</small>		Holly Cuthbert supported by Joanne King		
What support/resources will be needed from other service areas?:						
Technical appraisal - Gary Laybourne Facilities support and data - Craig Loughran Contract management and procurement - Aislinn Miller						
*Communication Plan <small>(contact Communications Team for a template):</small>						
N/A						
*Stakeholders:						
Who are the stakeholders?		Method of Communication		Target Date		
Adults Services - relevant building managers		Telephone, email, face to face		ongoing, as required		
Childrens Services - relevant building managers		Telephone, email, face to face		ongoing, as required		
*Project Description:						
TVCA are bidding for funding from the Mayoral Renewables Fund (DESNZ) to cover the cost of installing solar PV on public sector buildings. We elected to bid for funding for installations on 5 of our buildings, designated as childrens homes and adult centres. Structural surveys revealed that 3/5 buildings were unsuitable, so revised installation options have been considered to maximise the grant funding available for the remaining 2 buildings (Lanark Close and Allensway). The funding bid was successful and TVCA will allocate the funding to SBC to deliver the project, up to a maximum of £260,000.						
*Non- Negotiable Outcomes:						
Delivery of the solar PV as identified though the bid. Reduction in energy bills and carbon footprint for the buildings.						
*Exclusions/Not in Scope:		Any additional measures that are not PV related.		*Key Interfaces:		TVCA, centre mangers, appointed contractor (Marshall and McCourt - TBC)
*Constraints:		Project needs to be delivered in current financial year. Works to be delivered while centres are in operation.		*Dependencies:		Building must be fit for purpose and have suitable orientation to accommodate any planned installations. Structural engineers to confirm suitability of roof structure for installation. TVCA bid for funding is successful.
*Assumptions:		TVCA bid is successful. Availability of contractors. All proposed buildings are suitable for installations.				
Project Gateways:						
Project Gateways		Financial Authorisation Approved Amount		Board Date		Additional Comments
Gateway 1: Foundation		£ 260,000.00		15/01/26		TVCA submitted grant application, £235k CAPEX and £25k A&M.
Working Group/Board Meeting Report: Placemaking Mission Board		Cost Centre: TBC				
Working Group/Board Comments: Agreed to progress with accepting grant funding for installation of solar panels on 2 buildings (Lanark Close and Allensway).						
Estimated Project Start on Site/Delivery Date:		01/12/25		Estimated Project Completion Date:		31/03/26
Estimated Gateway 1 Costs:				£		£260,000.00
Estimated Overall Project Cost:				£		£260,000.00
Feasibility		Select Year	Select Year	Select Year	Select Year	Select Year
Feasibility Requirements <small>Please input the amount to be spent in the financial year. If it is split across two financial years, please check with Finance Lead and input the amounts that will be spent in each year.</small>						
Feasibility Requirements During Mandate <small>(FOUNDATION stage)</small>						£0.00
Comments:						Total:

CAPITAL PROJECT PID Document: Discovery - Brief			
This should be the Project Delivery Manager or Project Sponsor. <i>Note: editing of RIDs will be limited to the author, the Finance Lead and the PMO.</i>			
Author: Rachel Butler			
Project and Governance Details		Project Name: Mayoral Renewables Fund (MRF) Social Care Solar	
* Project Number: 0	Version: 1	Here we delivered any similar projects in the past? Yes (Please locate previous Closure Report and review it)	
If we have delivered similar projects in the past, please provide the name of the project:			
Proposed Project Governance to be signed by Working Group and Planning Board			
Project Sponsor: Neil Mitchell	Project Executive: Chris Rinehan		
Project Delivery Manager: Rachel Butler	Project Assurance: John Angus		
Working Group: Asset	Project Team/Group: Jane Matthews, Gary Laybourne, Rach Butler, John Angus, Neil Mitchell, Craig Loughran		
Finance Officer: Holly Cornbett supported by Joanne King	Programme Management Office Lead: 0		
What support/resources will be needed from other service areas?: Technical appraisal - Gary Laybourne Facilities support and site - Craig Loughran Contract approval and procurement - Angela Miles			
Communication Plan (contact Communications Team for a template): N/A			
Stakeholders:			
Who are the stakeholders?	Method of Communication	Target Date	
Adults Services - relevant building managers	Telephone, email, face to face	ongoing, as required	
Children's Services - relevant building managers	Telephone, email, face to face	ongoing, as required	
0	0	00/01/00	
0	0	00/01/00	
0	0	00/01/00	
0	0	00/01/00	
0	0	00/01/00	
0	0	00/01/00	
0	0	00/01/00	
0	0	00/01/00	
Project Description:			
TYCA are bidding for funding from the Mayoral Renewables Fund (DEINZ) to cover the cost of installing solar PV on public sector buildings. We elected to bid for funding for installations on 5 of our buildings, designated as children's homes and adult centres. Structural surveys revealed that 3/5 buildings were unsuitable, so revised installation options have been considered to maximise the grant funding available for the remaining 2 buildings (Anark Close and Allensway). The funding bid was successful and TYCA will allocate the funding to SBC to deliver the project, up to a maximum of £260,000.			
Project Description Additional Comments (Brief Stage):			
Non-Negotiable Outcomes:			
Delivery of solar PV as outlined through the bid. Reduction in energy bills and carbon footprint for the buildings.			
*Exclusions/Not in Scope:	Any additional measures that are not PV related.	*Key Interfaces:	TYCA, centre managers, appointed contractor (Manshah and McCourt - TBC)
*Constraints:	Project needs to be delivered in current financial year. Works to be delivered while centres are in operation.	*Dependencies:	Building must be fit for purpose and have suitable orientation to accommodate any planned installations. Structural engineers to confirm suitability of roof structure for installation. TYCA bid for funding is successful.
*Assumptions:	TYCA bid is successful. Availability of contractors. All proposed buildings are suitable for installations.		
Project Plan High-level:			
*Key Milestone			Target Date
Funding confirmed			30/09/25
Site surveys, feasibility and design finalise			01/11/25
Procurement of contractor			01/11/25
Commencement of works			01/02/26
Completion and sign-off, contractor payment			31/03/26
Risks (contact the PMO for a Blank RAID):			
Have you started a risk register? (Please choose an option from the drop-down list and follow recommended actions)			Yes, there are no risks over 15
*Key Risks: (summarise any major risks here, that score 15 or over on 5 x 5 risk matrix)	Mitigation Actions:		
Building / roof unsuitable for proposed installation.	If building / roof unsuitable, the project is unlikely to proceed for that particular building.		
Project Gateways:			
Project Gateways		Financial Authorisation Approved Amount	Board Date
Gateway 1: Foundation	£	£260,000.00	18/08/25
Working Group/Board/Committee: Planning/Mission Board	Cost Centre: 0	TBC	
Additional Comments: TYCA submitted grant application, £235k CAPEX and £25k O&M.			
Agreed to progress with accepting grant funding for installation of solar panels on 2 buildings (Anark Close and Allensway).			
Estimated Project Start/ Site Delivery Date:	01/12/25	Estimated Project Completion Date:	31/03/26
Estimated Gateway Costs:		£	£260,000.00
Estimated Overall Project Cost:		£	£260,000.00
Gateway 2: Discovery		£	
Working Group/Board/Committee: 0	Cost Centre: 0	Not submitted - do not include budget from previous period	
Estimated Gateway Costs:		£	
Estimated Overall Project Cost:		£	

Future Revenue Costs to Council Resulting from Project	Approximate Cost £	Explain how will this be funded?

Procurement Strategy

Project Delivery Managers must include summary information of the procurement strategy they will be utilising to enable design and delivery of a capital project.

As an example, and depending on the value of the project, this might involve undertaking a quotation, tender exercise, or use a call off from an existing framework.

Please fill the names of Contract Review Body, and the Procurement Team if you need assistance to identify your strategy.

Due to short timescales, contractor will be appointed through a direct award from the NEPO Framework 223.

Please see the Social Value Policy

For questions contact: procurement@nepo.gov.uk

Feasibility

Feasibility Requirements	Comments	Select Year	Total					
Please input the amount to be spent in the financial year. If it is split across two financial years, please check with Finance Lead and input the amounts that will be spent in each year.		0	0	0	0	0	0	
Feasibility Requirements During Mandate (FOUNDATION stage)		£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00

Capital Expenditure Source

Description/Source	Comments	Select Year	Select Year	Select Year	Select Year	Select Year	Select Year	Total
Acquisition of Land and Buildings		2025						£0.00
New Construction (main contract)	Installation of solar PV	£235,000.00						£235,000.00
New Construction - other								£0.00
Fees - Internal (this should include ALL fees e.g. PHO fees, Traffic, Highways etc)	Design services	£25,000.00						£25,000.00
Fees - External								£0.00
SBC Legal Costs								£0.00
Service Diversions								£0.00
Expenditure - Other (Please specify what this is)								£0.00
Contingency (Note: allowances should be changed within the contingency amount)	10% included in £235,000							£0.00
Total		£260,000.00	£0.00	£0.00	£0.00	£0.00	£0.00	£260,000.00

Capital Funding Source

Description/Source	Comments	Select Year	Select Year	Select Year	Select Year	Select Year	Select Year	Total
Supported Government Borrowing		2025						£0.00
Prudential Borrowing								£0.00
Government Grants (e.g. MFL, ERDF)	Mayoral Renewables Fund	£260,000.00						£260,000.00
Developer Contributions								£0.00
Revenue Contributions								£0.00
Central Financing (SBC)								£0.00
Total		£260,000.00	£0.00	£0.00	£0.00	£0.00	£0.00	£260,000.00

Revenue Funding Source

Description/Source	Comments	Select Year	Total					
Government Grants								£0.00
Revenue Contributions								£0.00
Central Financing (SBC)								£0.00
Total		£0.00						

Ongoing Revenue Expenditure (e.g. Ongoing Maintenance) Expenditure Profile

Description/Source	Comments	Select Year	Total					
Expenditure - other								£0.00
Expenditure - other								£0.00
Expenditure - other								£0.00
Expenditure - other								£0.00
Expenditure - other								£0.00
Expenditure - other								£0.00
Total		£0.00						

Board Approval (Completed by the Board)

Board Approving: (include name of meeting)

Board Date:

Approved:

Board Comments:

Financial Authorisation (must be completed by Finance Lead)

Cost Code(s)	Revenue	Capital
Finance Officer(s)	Signature:	Date:

Estimated Project Start Date (DD/MM/YYYY)		Estimated Project Completion Date					
		Estimated Gateway Costs					
		Estimated Overall Project Cost					
Future Revenue Costs to Council Resulting from Project (please state how these will be funded):							
Future Revenue Costs to Council Resulting from Project	Approximate Cost £	Explain how will this be funded?					
0	0	0					
0	0	0					
0	0	0					
0	0	0					
Procurement Strategy:							
Project Delivery Managers must include summary information of the procurement strategy they will be offering to enable design and delivery of a capital project.							
As an example, and depending on the value of the project, this might involve undertaking a quotation, tender exercise, or use a call off from an existing framework.							
Detail the primary Contract Description Being used and the Procurement Team if you need assistance to search your strategy.							
Due to short timeframes, contractors will be appointed through a direct award from the NEPS Framework 225.							
Please see the Appendices Tables .							
For assistance contact procurement@northampton.gov.uk							
Feasibility							
Feasibility Requirements							
Please detail the projects cost spend in the financial year. If it is split across two financial years, please check with Finance Lead and provide the amounts that will be spent in each year.							
Feasibility Requirements During Periods of Uncertainty (e.g. design)							
Comments	2022	2023	2024	2025	2026	2027	Total
	0	0	0	0	0	0	0
Capital Expenditure Source							
Acquisition of Land and Buildings							
New Construction (main contract)							
New Construction - other							
New Internal (e.g. IT, IT Support, etc.)							
New External							
RCC/Legal Costs							
Service Disruption							
Expenditure - Furniture, Equipment etc.							
Contingency (Note: Expenditure should be included within the contingency amount.)							
Total							
Capital Funding Source							
Supported Government Borrowing							
Residential Borrowing							
Government Grants (e.g. M.J. CRDF)							
Developer Contributions							
Inheritance Contributions							
Central Planning (SAC)							
Total							
Revenue Funding Source							
Government Grants							
Revenue Contributions							
Central Planning (SAC)							
Total							
Ongoing Revenue Expenditure (e.g. Ongoing Maintenance)							
Expenditure - other							
Expenditure - other							
Expenditure - other							
Expenditure - other							
Expenditure - other							
Expenditure - other							
Total							
TOLERANCES:							
Tolerances to be proposed by project delivery manager and signed off by Oversight Group/PM.							
Timeline: i.e. +/- 20% of original estimated completion date							
Costs: i.e. +/- 5% contingency costs, at point on project finishes (e.g. 70% of contingency when project is only 20% way through project time to avoid potential budget project likely to be undertaken)							
Risk: i.e. risk score to 15 or over AFTER mitigation on RAGC							
Deliverables: i.e. key benefits and outcomes are substantially affected or can no longer be delivered							
Board Approval (Completed by the Board)							
Board Approval: (Initials)							
Board Date:							
Approved:							
Board Comments:							
Financial Authorisation (must be completed by Finance Lead)							
Client Code No:							
Revenue				Capital			
Finance Officer(s):				Date:			

