

PROJECT INITIATION DOCUMENT

(November 2017)

**The Oval Public Space Project
(Additional Funding)**

Version Control

[Please log the versions of the PID as it moves through the IDF process. This is to ensure that the correct/final version is signed and submitted for reporting.]

Version Number	Author and Job Title	Purpose/Change	Date
0.1		<i>E.g. Initial draft to IDSG Finance Subcommittee</i>	
0.2		<i>E.g. Second draft to IDSG</i>	
1.0		<i>E.g. Final version</i>	

Project Initiation Document (PID)

Project Name:	The Oval Public Space Project		
Project Start Date:	May 2016	Project End Date:	March 2018
Relevant Heads of Terms:	Land and Open Space		
Responsible Directorate:	Children's		
Project Manager:	Stephen Murray – Head of Parks and Events		
Tel:	0207 364 7910	Mobile:	07985216304
Ward:	St Peter's Ward		
Delivery Organisation:	Property & Major Projects, Place Directorate		
Funds to be passported to an External Organisation? ('Yes', 'No')	No		
Does this PID involve awarding a grant? ('Yes', 'No' or 'I don't know')	No		
Supplier of Services:	Riney		
Is the relevant Lead Member aware that this project is seeking approval for funding?	Yes		
Is the relevant Corporate Director aware that this project is seeking approval for funding?	Yes		
Does this PID seek the approval for capital expenditure of up to £250,000 using a Recorded Corporate Director's Action (RCDA)? (if 'Yes' please append the draft RCDA form for	Yes		

signing to this PID)	
Has this project had approval for capital expenditure through the Capital Programme Budget-Setting process or through Full Council? ('Yes' or 'No')	No
S106	
Amount of S106 required for this project:	£105,000 (additional Funding)
S106 Planning Agreement Number(s):	PA/12/00051 £100,260.94(new funding) PA/13/01433 £4,739.06 (new funding) PA/11/01791 £54,819.36 (approved) PA/11/01327 £16,000 (approved) PA/06/02068 £160,000 (approved)
CIL	
Amount of CIL required for this project:	
Total CIL/S106 funding sought through this project	£335,819.36 (total including funds already approved)
Date of Approval:	

This PID will be referred to the Infrastructure Delivery Steering Group (IDSG):

Organisation	Name	Title
LBTH – Place	Ann Sutcliffe	Acting Corporate Director Place (<i>Interim Chair</i>)
LBTH – Place	Owen Whalley	Divisional Director Planning & Building Control
LBTH – Resources	Paul Leeson	Business Manager
LBTH – Place	Andy Scott	Divisional Director for Economic Development
LBTH – Place	Matthew Pullen	Infrastructure Planning Manager
LBTH – Place	Chris Horton	Infrastructure Planning Team Leader
LBTH –	Fleur Francis	Team Leader, Planning Legal

Organisation	Name	Title
Governance		
LBTH – Governance	Sophie Chapman	Planning Lawyer
LBTH – Governance	Andy Simpson	Business Improvement & S106 Programme Manager
LBTH – Governance	Tope Alegbeleye	Strategy, Policy & Performance Officer
LBTH – Governance	Oscar Ford	Service Manager - Strategy, Performance & Resources
LBTH – Health, Adults and Community	Abigail Knight	Associate Director of Public Health
LBTH – Children’s	Janice Beck	Head of Building Development
LBTH – Place	Adele Maher	Strategic Planning Manager
LBTH – Place	Paul Buckenham	Development Manager
LBTH – Place	Alison Thomas	Head of Housing Strategy, Partnerships and Affordable Housing Strategy, Sustainability and Regeneration
LBTH – Place	Richard Chilcott	Head of Asset Management
LBTH – Place	Jonathan Taylor	Sustainable Development Team Leader
LBTH – Place	Abdul J Khan	Service Manager, Energy & Sustainability
LBTH – Place	Hannah Murphy	Principal Growth & Infrastructure Planner
LBTH – Children’s	Judith St John	Interim Divisional Director Sports, Culture and Leisure
LBTH- Children’s	Stephen Murray	Head of Arts and Events
LBTH- Children’s	Divesh Gandesha	Business Development Officer -Parks

Related Documents

ID	Document Name	Document Description	File Location
If copies of the related documents are required, contact the Project Manager			

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1.0 Purpose of the Project Initiation Document

1.1 In May 2015 PCOP approved the expenditure of £70,819.36 (PA/11/01791 and PA/11/01327) towards the Oval Open Space Project. A further £160,000 (PA/06/02068 and PA/11/01327) was secured via the Public Health Funding for the Green Grids project which was approved by PCOP in June 2015. The Oval open space has been used extensively as an unofficial car park, causing extensive damage to the land. The project aims to improve the land through resurfacing, landscaping and securing the land against unofficial parking, creating a desirable landscaped space, with seating areas and raised planting beds, for use by local residents. Works to the project commenced December 2016, however due to a number of unforeseen costs, such as legal actions to remove squatters from the site and the discovery of asbestos on the land, it was found that the original amount of £230,819.36 is insufficient to complete this project. This PID requests a further £105,000 of S106 funding to complete the project.

1.2 This Project Initiation Document (PID) will define the Oval Open Space project and bring together the key components needed to start the project on a sound basis. It also provides the basis for building the principles of project management into the project right from the start by confirming the business case for the undertaking, ensuring that all stakeholders are clear of their role, agreeing important milestones, and ensuring that any risks involved have been assessed. The primary purposes of this PID are to:

- Justify the expenditure of S106 contributions on the named project which will provide the IDSG with a sound basis for their decision;
- Provide a baseline document against which the Project Team, Project Manager (and in some cases) the Project Board can assess progress and review changes.

2.0 Section 106/CIL Context

Background

2.1 Section 106 (S106) of the Town and Country Planning Act 1990 allows a Local Planning Authority (LPA) to enter into a legally-binding agreement or planning obligation with a developer over a related issue. Planning Obligations/S106 agreements are legal agreements negotiated between a LPA and a developer, with the intention of making acceptable development which would otherwise be unacceptable in planning terms.

2.2 CIL is a £ per square metre charge on most new development. In April 2015, the Council adopted its own CIL Charging Schedule. CIL must be spent on the provision, improvement, replacement, operation or maintenance of infrastructure, where a specific project or type of project is set out in the [Council's Regulation 123 List](#).

2.3 On the 5th January 2016, the Mayor in Cabinet agreed the implementation of a new Infrastructure Delivery Framework which will help ensure the process concerning the approval and funding of infrastructure using CIL/S106 will be appropriately informed and transparent.

S106

2.4 Section 106 (S106) of the Town and Country Planning Act 1990 allows a LPA to enter into a legally-binding agreement or planning obligation with a developer over a related issue. Planning Obligations/S106 agreements are legal agreements negotiated, between a LPA and a developer, with the intention of making acceptable development which would otherwise be unacceptable in planning terms.

2.5 This S106 PID is part of the Tower Hamlets Council S106 Delivery Portfolio and is aligned with the agreed Heads of Terms (HoT) for the Deed creating Planning Obligations and undertakings for the development listed below

PA Number	Site Address	HOT	Funding Requirements	Expiry Date	Expiry Note	Amount Received	Amount Requested
PA/12/00051	136-140 Wapping High Street	LSOS	additional public open space	12/12/2019	Spent or committed within 5 years of the commencement date	£100,260.94	£100,260.94
PA/13/01433	Dame Colet and Haileybury	LSOS	Towards public open space improvements in the borough	TBC	10 years from practical completion	£7946.00	£4739.06
PA/11/01971	154 - 160 Hackney Road, Lond. E2	LSOS	public realm - (landscape and open space) improvements		7 Years after PC	£54,819.36	£54,819.36
PA/11/01327	Whitechapel Estate, John Fisher Street	LSOS	additional open space facilities in the borough		10 Years after PC	£16,000.00	£16,000.00
PA/06/02068	Limehouse Harbour		TBC Public Health		TBC	TBC Public Health	£160,000

- 2.6 This PID is seeking approval for use of the funds from planning application numbers PA/12/00051 and PA/13/01433, as specified in the table shown above. The funds shown against planning application numbers PA/11/01971, PA/11/01327 and PA/06/02068 have already been approved by PCOP and are listed for reference purposes only.

CIL

- 2.7 This PID does not seek approval for the expenditure of CIL funding.

3.0 Equalities Analysis

- 3.1 When making decisions, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who do not (the public sector equality duty). A proportionate level of equality analysis is required to discharge the duty.
- 3.2 Please see attached equalities checklist.

4.0 Legal Comments

- 4.1 Legal Services considers the Oval Public Space Project to satisfy the terms of the S106 agreements set out at paragraph 2.5 above.
- 4.2 This PID reflects the various parties' intentions at the time the agreements were entered that the financial contributions would be used by the Council either towards providing additional public open space or towards public open space improvements in the borough. It is clear from this PID that both shall be achieved as this funding shall be used towards bringing the Oval public space back into use having in recent times been used as an "unofficial car park" and making improvements to the landscape which shall create an additional open space in the area which is not currently available to the public.
- 4.3 We consider the funding for this PID to be in accordance with the purposes for the contributions under the S106 agreements.
- 4.4 When approving this PID, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who do not (the public sector equality duty). A proportionate level of equality analysis is required to discharge the duty.

- 4.5 These comments are limited to addressing compliance with the terms of the S106 agreements mentioned above (as based on the information detailed in the PID) and advice on any other legal matters (such as advice on procurement) should be sought separately if appropriate.

5.0 Overview of the Project

- 5.1 The Oval open space sits within an area of ongoing development and regeneration north of Hackney Road. (Appendix one shows a map of the area). Prior to the start of the works, the site was hard standing and concrete bollards had been destroyed to allow for free unregulated parking. It was in poor condition and had no maintenance or cleaning regime due to the presence of parked vehicles.
- 5.2 The Parks Service commissioned the Council's In House Architectural team to produce a feasibility study for the works on the Oval Space site. The feasibility study was completed in October 2015 and contains a plan detailing the proposed layout of the site once completed. (See Appendix Two). The plan included the removal of all vehicles from the land, resurfacing and the creation of seating areas, planting beds and spaces that can be hired out for events and commercial activities.
- 5.3 To date, the designs, feasibility study and the survey works have been completed and planning approval obtained. Whilst undertaking works on the land, asbestos was discovered, this meant that some aspects of the designs had to be revised. The landscaping works are currently in progress; however the actual costs are much higher than originally anticipated.

6.0 Business Case

- 6.1 After many years of lack of development, this area is now in the midst of a sustainable regeneration, through small and medium size businesses moving into empty properties and most recently a container development. Prior to the start of the works the Oval was an eyesore and a source of reputational damage to the Council, as landlord of this designated open space.
- 6.2 There are now a sufficient number of businesses, workers and visitors to justify investment into this space. The changes will enhance the area and support the ongoing economic regeneration of the area. The Arts, Parks and Events service have had an increasing number of approaches to use this space for commercially based events, involving the sale of food and other goods. The design of the refurbished space will allow for stalls and other structures, enabling the generation

of income to cover the costs of maintenance. Although officially this site is defined as an open space, it is not currently usable by the public; this project will effectively create a new park area, in a borough which is under the recommended open space per head.

Overview/General

- 6.3 The Oval public open space refurbishment project was agreed in 2015 (see attached PID Appendix Three)
1. The Oval Open Space May 2015
£70, 819.36 of s106 monies were allocated to the project, under planning application number PA/11/01971 - £54,819.36; PA/11/01327 - £16,000
 2. Public Health Funding for Green Grid Projects
£160,000 of s106 monies allocated to the project under planning application numbers PA/06/2068 & PA/06/2304
- 6.4 The aims of this project are consistent with the commitment contained within the Open Space Strategy to improve the overall quality and accessibility of current open space provision within the borough. The overall deficiency of open space in the locality means that this project is creating a much required new open space for the community from a site that was used as an unregulated car park with a very high level of anti-social behaviour. Works to the project commenced December 2016, firstly with the task of clearing the site from all vehicles that were either parked or abandoned, then the ground surveys were undertaken.
- 6.3 All vehicles were removed from site by 30th January 2017 with the exception of a truck, which was occupied by a person who claimed to be squatting and refusing to vacate the site.
- 6.5 Legal action was required that led to a lengthy process through the courts to finally having the person evicted by court bailiffs on 8th August 2017. This resulted not only to delays to the commencement of the landscaping works (which should have commenced February 2017) but also additional costs.
- 6.6 Whilst the squatter was onsite, the site had to be protected from further illegal parking; these additional costs included fencing to the site as well as the payment for the removal of the squatter.
- 6.7 Ground surveys undertaken identified the presence of asbestos on the site that

required reconsidering some of the landscaping design aspects. Note, it was not possible to undertake these surveys until all illegally parked vehicles were cleared from the site.

- 6.8 Following the ground survey, approved contractors were engaged to remove discovered asbestos in order to prepare the site for the landscaping works. This resulted in further costs as well as delays in progressing with the works
- 6.9 The findings of the surveys led to changes in the design of the landscaping of the site to avoid any deep excavation works.
- 6.10 Original estimated costs were calculated during the feasibility stage by a quantity surveyor, who produced a cost estimate, based on the original design. Costs within the report were provided by potential suppliers, however, due to the nature of the works these were only advisory budget prices.
- 6.11 Whereas the original PID for the works was based on estimated costs, having instructed Riney's (our measured term contractors) we now have more accurate costings of the works. Detailed costs and expenditure are listed in the Financial Profiling section of this document.
- 6.12 As soon as accurate costings were provided by the contractor, a value engineering exercise was carried out, resulting in changes to specification, in order to minimise overspend e.g. original paving too expensive and an acceptable alternative specified.
- 6.13 It should be noted, that although we anticipated that the works would incur additional costs, we were only in a position to have accurate costings for this project in August 2017, upon which it was decided to seek further funding.
- 6.14 Whereas the funding in the original PID included a contingency amount, this was not sufficient to cover the entire additional costs and therefore the need for further funding.
- 6.15 The Landscaping works are due to be completed in January 2018
- 6.16 This PID is seeking approval of a further sum of £105,000 to cover all additional costs related to the project.

Project Drivers

- 6.17 The Council's Strategic Plan identifies key priorities and desired outcomes which are relevant to this project:
- *Priority two: Creating and maintaining a vibrant and successful place - through the development of our local plan we will seek to address the infrastructure needs of a growing population including school places, parks, leisure facilities and transport are in place so communities are sustainable and cohesive. A key measure for this is the proportion of residents who rate parks and open spaces as good, very good or excellent.*
- 6.18 Providing spaces suitable for active recreation supports the Health and Wellbeing Strategy outcomes for 'better and more creative use of open spaces' and 'more residents using public spaces for healthy activities'. The proposed improvements will contribute towards the measures of increased use and satisfaction with green spaces and increased quality and function of open space.
- 6.19 The Council's Open Space Strategy is the key reference document for steering investment in public spaces and forms part of the local plan evidence base (the strategy is currently being refreshed). A key theme of the strategy is the need to protect and improve access to good quality public spaces across the borough.

Deliverables, Project Outcomes and Benefits

- 6.20 The aim of this project is to transform the site into a designated open space. Prior to the start of the works, the Oval space was used as an unregulated car park. Once completed, the site will be transformed into a pleasant open space, with new seating areas, attractive paving, raised planting, and water and electricity connections.
- 6.21 The site will also be available for limited commercial use, for selling outdoor food provision and stalls selling goods. Income generated from these types of activities will go towards maintaining the site, covering administration of the site for events usage, and any surplus to go in to the general parks maintenance budget
- 6.22 The enhancements made by the development of the site may have the added benefit of encouraging inward business investment into the area; it will also provide the local community and visitors with a desirable open space for recreational use and will prevent the use of the land being used as an unauthorised car park.

Other Funding Sources

- 6.23 In May 2015, Oval Open Space PID requesting £70,819.36 was approved at PCOP. An additional £160,000 of S106 funding was secured as a part of the Public Health Green Grids Project. (See appendices 4 and 4a for further details).

Related Projects

- 6.24 The Oval Public Open Space, is related to projects within the Green Grid Strategy, which aims to “ create an interlink network of high quality, multifunctional accessible green open spaces and waterways in Tower Hamlets which will encourage lifestyles and improve the quality and life of borough residents”

7.0 Approach to Delivery and On-going Maintenance/Operation

- 7.1 The entire project is being executed by officers from Corporate Property and Capital Delivery, Place Directorate. Rineys (the measured term contractors) have been commissioned to undertake the landscaping works
- 7.2 Decorative concrete bollards will be situated around the perimeter of site, as well being used for seating; the bollards will be strategically positioned, to prevent cars parking on the site. In addition further parking control measures in the form of double yellow lines will be put in place around the site
- 7.3 Upon completion of the works, the site will be managed by the Clean and Green team.
- 7.4 The new design of the site requires minimal maintenance which should bring savings.
- 7.5 There will be an opportunity to hire the space out for corporate and community events and this aspect will be managed by the Arts and Events Section.

8.0 Infrastructure Planning Evidence Base Context

- 8.1 The Oval Open Space Project is referred to within the Infrastructure Delivery Plan. Table 3.1 (p79), lists the projects identified to meet the need for open space provision within the borough. The Oval is listed amongst these projects with the aim of creating new publicly accessible open spaces.
- 8.2 The Oval Open Space Project is also consistent with the aims of a number of key Council Strategies, including the Green Grid Strategy, which aims to “create an

interlink network of accessible green open space”. As well as the Open Space Strategy (which is currently being revised) which aims to “improve the overall quality and accessibility of current open space provision” it also seeks “to prioritise public safety by designing out crime and to maximise funding opportunities for the provision of this type of infrastructure including those from planning obligations”

9.0 Opportunity Cost of Delivering the Project

The project will utilise S106 funding that is especially available for the improvement of open space provision within the borough.

The project has already commenced, the additional funding will enable the project to be completed. The additional money could be spent on improving other open spaces in the borough, but this would entail mothballing the Oval project; it would not deliver a new useable open space and would be damaging to the image of the Council.

10.0 Local Employment and Enterprise Opportunities

- 10.1 The project will be delivered through a combination of existing term contractors to the Council and new procurement/s. The Council’s procurement processes contain provisions to ensure that contractors deliver appropriate community benefits including local employment and enterprise opportunities over the contract term.

11.0 Financial Programming and Timeline

Project Budget

Table 1			
Financial Resources			
Description	Amount	Funding Source	Funding (Capital/ Revenue)
Design and engineering Survey	£10,084.00	S106	Capital
Legal Fees	£2517.00	S106	Capital
Main Structure Work	£264,048.45	S106	
Service (Electrical And Water)	£11,600	S106	Capital
Planning Architectural and Project Management Fees	£41,938.85	S106	Capital
Contingency	£5,631.06	S106	
Total excluding VAT	335,819.36		

Project Management

- 11.1 The project will be managed by officers from Corporate Property and Capital Delivery Section, Place Directorate, and their fees have been included in the final costings of the works

Financial Profiling

Table 2							
Financial Profiling							
Description	Year 16/17			Year 17/18			Total
	Q3	Q4	Q1	Q2	Q3	Q4	
Design and Engineering Survey	10,084.						10,084.00
Structural Works			184,347.45			79,701.00	264,048.45
Services (water and electrics)				11,600			11,600.00
Legal Fees			2,517				2,517.00
Planning, Architectural and Project Management Fees		20,138				21,800.85	41,938.85
Contingency						5,631.06	5,631.06
Total	10,084	20,138	186,864.45	11,600		107,132.91	335,819.36

Outputs/Milestone and Spend Profile

Table 3			
Project Outputs/Milestone and Spend Profile			
ID	Milestone Title	Baseline Spend	Baseline Delivery Date
1	Design and Survey Works		October 15 – January 17
2	Feasibility design	£4,334.00	October 15
3	Start of construction and Landscaping Works		December 2016
4	Removal of vehicles from site	£0.00	January 17
5	Asbestos Survey and removal	£5,750	January 17
6	Initial Planning Architectural and Project Management Fees	21,138.00	January 17
7	Procurement of material	£86,653.50	May 17
8	Removal of Squatters	£2,517	August 17
9	Electrics and Lighting Installation	£20,648.66	September 17
10	Supply and installation of sub-based paving	£44,544	September 17
11	Installing and resetting of Kerb	£14,636.45	September 17
12	Supply and installation of concrete borders	£16,864.84	September 17
13	Service Installation Completed	£11,600	September 17
	Sub Total	228,686.45	
14	Supply and planting of trees	£14,850	November 17
15	Installation of furniture	£21,000	November 17
16	Supply and installation of bins	£2,888.34	December 17
17	Works completed	£40,962.66	January 18
18	Contingency	£5,631.06	January 18
19	Final Payment Planning, Architectural and Project Management Fees	£21,800.85	March 18
20	Launch of new public open space by the Mayor	£0.00	December 17/January 18
21	Project Closure	£0.00	March 18
	Sub Total	107,132.91	
	Total	335,819.36	

12.0 Project Team

12.1 Information regarding the project team is set out below:

- Project Sponsor: Judith St John, Interim Divisional Director, Sports , Leisure and Culture
- Project Manager: Stephen Murray
- Project team members: Divesh Gandesha, Donald McCrory, Abhinav Kurup

13.0 Project Reporting Arrangements

Table 4			
Group	Attendees	Reports/Log	Frequency
IDSG Sub Group	Numerous – defined in ToR.	Monitoring Report	Quarterly
IDSG	Numerous – defined in ToR.	Monitoring Report	Quarterly
IDB	Numerous – defined in ToR	Monitoring Report	Quarterly
Capital Projects Board	Capital Board Members	Minutes with action points	Every 8 weeks
Project Team	Project Team	Minutes with action points	Weekly

14.0 Quality Statement

14.1 Procurement guidelines will be followed to ensure best value and high quality provision for the Oval Open Space Project.

15.0 Key Risks

15.1 The key risks to this project are set out in the Table 6 below:

Table 6							
Risk No.	Risk	Triggers	Consequences	Controls	Likelihood	Impact	Total
1	Budget Overspend	Unexpected Costs	Need for additional funds	Detailed costs in place and contingency	2	2	4
2	Project over run	Poor weather	Possible loss of income but minimal to start with	Ensure contract allows flexibility around weather	2	1	2
3	Poor quality of works	Contractors fail to deliver works to required standards	Additional costs of rectifying low standard works	Tight contract management	2	2	4

16.0 Key Project Stakeholders

16.1 The principal stakeholders are shown in Table 6 below and will be engaged from the earliest stages of the project and through to project closure. The key stakeholders will be engaged as required, after delivery is completed.

Table 5			
Key Stakeholders	Role	Communication Method	Frequency
Steve Murray	Project manager	Verbal and written reporting	Bi weekly
Divesh Gandesha	Project supervisor	Verbal and written reporting	Bi weekly
Donald McCrory	Project Architect	Verbal and written reporting	weekly
Abhinav Kurup	Project Architect	Verbal and written reporting	weekly

17.0 Stakeholder Communications

- Reconfirming the aims of the Project as appropriate
- Communicating successes
- Providing stakeholder comments and review of outputs delivered (quantitative and qualitative)
- Reporting Progress against project milestone delivery and spend
- Every effort made by project manager to ensure opportunities for communications are highlighted and to liaise with Tower Hamlets Council's S106 Officers.
- Provide quarterly updates to IDSG reporting any delays encountered during the project, and revise the milestones accordingly
- Note: the site has notices placed, informing residents, and details of the works taking place and LBTH officer contact details, should they wish to enquire about any specific aspects about the improvements taking place.

18.0 Project Approvals

The PID has been reviewed and approved by the Chair of the IDSG and the Divisional Director for the Directorate leading the project.			
Role	Name	Signature	Date
IDSG Chair	Ann Sutcliffe		
Divisional Director, Sports, Leisure and Culture	Judith St John		

Project Closure

[Please note that once this project has been completed a Project Closure Document is to be completed and submitted to the Infrastructure Planning Team and the S106 Programme Manager.]

Appendices

Appendix 1 Oval Site Map

Appendix 2: Feasibility Study

Appendix 3: Oval Open Space PID May 2015

Appendix 4: PCOP PID Health Funding for Green Grid

Appendix 4a: PCOP PID Public Health Project

Appendix 4b: RCDA 161 Oval Space (Health Green Grid)

Appendix 5: PIF Oval Space

Appendix 6: Equality Analysis Quality Assurance Checklist

Project Closure Document

Project Closure Document							
1.	Project Name:						
2a.	Outcomes/Outputs/Deliverables I confirm that the outcomes and outputs have been delivered in line with the conditions set out in the any Funding Agreement/PID including any subsequently agreed variations.	Please Tick ✓ <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; text-align: center;">Yes</td> <td style="width: 25%;"></td> <td style="width: 25%; text-align: center;">No</td> <td style="width: 25%;"></td> </tr> </table>		Yes		No	
Yes		No					
2b.	<ul style="list-style-type: none"> Key Outputs <i>[as specified in the PID]</i> Outputs Achieved <i>[Please provide evidence of project completion/delivery e.g. photos, monitoring returns / evaluation]</i> Employment & Enterprise Outputs Achieved <i>[Please specify the employment/enterprise benefits delivered by the project]</i> 						
3a.	Timescales I confirm that the project has been delivered within agreed time constraints.	Please Tick ✓ <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; text-align: center;">Yes</td> <td style="width: 25%;"></td> <td style="width: 25%; text-align: center;">No</td> <td style="width: 25%;"></td> </tr> </table>		Yes		No	
Yes		No					
3b.	<ul style="list-style-type: none"> Milestones in PID <i>[as specified in the PID]</i> Were all milestones in the PID delivered to time <i>[Please outline reasons for any slippage encountered throughout the project]</i> Please state if the slippage on project milestone has any impacts on the projects spend (i.e. overspend) or funding (e.g. clawback) 						
4a.	Cost I confirm that the expenditure incurred in delivering the project was within the agreed budget and spent in accordance with PID	Please Tick ✓ <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; text-align: center;">Yes</td> <td style="width: 25%;"></td> <td style="width: 25%; text-align: center;">No</td> <td style="width: 25%;"></td> </tr> </table>		Yes		No	
Yes		No					
4b.	<ul style="list-style-type: none"> Project Code Project Budget <i>[as specified in the PID]</i> Total Project Expenditure <i>[Please outline reasons for any over/underspend]</i> Was project expenditure in line with PID spend profile <i>[Please outline reasons for any slippage in spend encountered throughout the project]</i> 						

5.	Closure of Cost Centre I confirm that there is no further spend and that the projects cost centre has been closed. <ul style="list-style-type: none"> Staff employment terminated Contracts /invoices have been terminated/processed 	Please Tick ✓			
		Yes		No	
		Yes		No	
6.	Risks & Issues I confirm that there are no unresolved/outstanding Risks and Issues	Please Tick ✓			
		Yes		No	
7.	Project Documentation I confirm that the project records have been securely and orderly archived such that any audit or retrieval can be undertaken.	Please Tick ✓			
		Yes		No	
These records can also be accessed within the client directorate using the following filepath: <i>[Please include file-path of project documentation]</i>					
8.	Lessons learnt				
	<ul style="list-style-type: none"> Project set up <i>[Please include brief narrative on any issues faced/lessons learned project set up]</i> 				
	<hr/> <hr/>				
	<ul style="list-style-type: none"> Outputs <i>[Please include brief narrative on any issues faced/lessons learned in delivering outputs as specified in the PID, including the management of any risks]</i> 				
	<hr/> <hr/>				
<ul style="list-style-type: none"> Timescales <i>[Please include brief narrative on any issues faced/lessons learned in delivering project to timescales specified in PID]</i> 					
<hr/> <hr/>					
<ul style="list-style-type: none"> Spend <i>[Please include brief narrative on any issues faced/lessons learned regarding project spend i.e. sticking to financial profiles specified in the PID, under or overspend]</i> 					
<hr/> <hr/>					
<ul style="list-style-type: none"> Partnership Working <i>[Please include brief narrative on any issues faced/lessons learned re: internal / external partnership working when delivering the project]</i> 					
<hr/> <hr/>					
<ul style="list-style-type: none"> Project Closure <i>Please include brief narrative on any issues faced/lessons learned project closure]</i> 					
<hr/> <hr/>					

	<p style="text-align: center;">-----</p>		
9.	<p>Comments by the Project Sponsor including any further action required <i>[Use to summarise project delivery and any outstanding actions etc]</i></p> <p style="text-align: center;">-----</p> <p style="text-align: center;">-----</p>		
10.	<p>The Project Sponsor and Project Manager are satisfied that the project has met its objectives and that it can be formally closed.</p>		
	Sponsor (Name)		Date
	Project Manager (Name)		Date