An Roinn Iompair
Department of Transport

Comhairle Contae
Ros Comáin
Roscommon
County Council

Lisnamult Access Road

PROJECT BRIEF FOR ENGINEERING CONSULTANCY SERVICES

October 2026

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Contents

1. Introduction 3
2. Roles and Responsibilities 4
3. Approval Process 5
4. Study Area 7
5. Project Objectives 8
6. Available Information for Consideration 8
7. Required Deliverables of the successful Consulting Engineer 9
   a. Phase 1: Scope and Purpose 10
   b. Phase 2: Concept Development and Option Selection 11
   c. Phase 3: Preliminary Design 13
   d. Phase 4: Statutory Process 15
   e. Phase 5: Detailed Design and Procurement 17
   f. Phase 6: Construction and Implementation 20
   g. Phase 7: Close out and Review 22
8. Additional Considerations 24

Appendices 30

1. Introduction

The proposed Lisnamult Access Road consists of a new single carriageway urban road, located to the southwest of Roscommon Town, from the N63 national route to the townland of Lisnamult (Lios na Molt). The project consists of a new 1200m road network including two new roundabout junctions, and active travel facilities, to an overall cross-sectional width of 16.5m.

This Project Brief has been prepared in conjunction with the Housing Activation Office (HAO), of the Department of Housing, Local Government and Heritage, in conjunction with the Housing Infrastructure Investment Fund (HIIF), which is the funding source for this scheme. Under this funding source Roscommon County Council are described as the Sponsoring Agency.

The proposed route has been selected to provide a new link road to access approx. 42 hectares of land with a potential for future housing development. The proposed road network has the capacity to make lands available for residential development of approx. 200 housing units in the short term and over 1000 housing units in the medium to longer term.

The link road will be designed to a standard that accommodates all road users and shall include active travel measures. The project consists of a 0.7Km new road link extending westwards from a new roundabout on the N63, to terminate at a second new roundabout, and from there a second 0.5km new road link is proposed to extend to the northeast to merge with the existing public road network at Lisnamult. The proposed road cross section is presented in Appendix A, it is based on TII-CC-SCD-00013 (Single Carriageway Urban Relief Road) and consists of a 6.5m wide single carriageway (consisting of two 3.25m lanes), with a raised 1m buffer zone, a 2m cycle track and a 2m footpath on both sides of the carriageway. The road cross section will also contain public lighting and longitudinal service infrastructure.

This project brief forms part of the tender pack as issued to prospective Engineering Consultancy Service providers (Consulting Engineers) under the Government of Ireland, Capital Works Management Framework (CWMF), Standard Conditions of Engagement for Consultancy Services (COE1 Standard Conditions of Engagement for Consultancy Services - Technical). Prospective Consulting Engineers must consider all existing Transport options and proposed Infrastructure Development within the Study Area while applying clear alignment with the NIFTI intervention hierarchy. The outcome of this process must be designed in accordance with all current Standards and Regulations.

The purpose of this brief is to inform prospective Consulting Engineers that Roscommon County Council currently require design services which can progress this project through Project Life cycle Phases 2, 3, 4, 5, 6 and 7 as outlined in the Department of Housing, Local Government and Heritage, Housing Infrastructure Investment Fund (HIIF), Project Management Guidelines (PMG), July 2026.

It is worth noting that Roscommon County Council have completed Phase 1 (Scope and Purpose) of the Project Life cycle process and received approval from the HAO to proceed to phase 2.

2. Roles and Responsibilities

Roscommon County Council will assume the role of the Sponsoring Agency while the Housing Activation Office (HAO) of the Department of Housing, Local Government and Heritage, will be the Approving Authority, as outlined in the HIIF PMG (July 2026).

The appointed Consulting Engineer shall provide, if required, all services and deliverables for successful delivery of this project through Project Life cycle Phases 2, 3, 4, 5, 6 and 7, in accordance with the HIIF PMG (July 2026), which shall be the primary guiding document for this project. However, in addition, Roscommon County Council request that the appointed Consulting Engineer also make reference to the:

- TII Project Management Guidelines (PE-PMG-02041-06).
- TII Project Managers Manual for National Road Projects (PE-PMG-02042-03).
- Department of Public Expenditure NDP Delivery and Reform Infrastructure Guidelines December 2023.
- Department of Transport (DoT), Transport Appraisal Framework (TAF), July 2026.
- National Investment Framework for Transport in Ireland (NIFTI), and all associated documents.

3. Approval Process

Roscommon County Council require that all services and deliverables received from the appointed Consulting Engineer shall be in accordance with the HIIF PMG (July 2026), which shall be the primary guiding document for this project. However, in addition, Roscommon County Council request that the appointed Consulting Engineer also make reference to the:

- TII Project Management Guidelines (PE-PMG-02041-06).
- TII Project Managers Manual for National Road Projects (PE-PMG-02042-03).
- Department of Public Expenditure NDP Delivery and Reform Infrastructure Guidelines December 2023.
- Department of Transport (DoT), Transport Appraisal Framework (TAF), July 2026.
- National Investment Framework for Transport in Ireland (NIFTI), and all associated documents.

Following receipt of services and deliverables from the appointed Consulting Engineer, Roscommon County Council shall issue these deliverables to the HAO for approval. In accordance with

Table 3-1 and Table 3-2 below, formal hold point approval from the HAO is required to proceed past Approval Gateway: AG1, AG2 and AG3. Roscommon County Council also propose to seek informal approval from the HAO to proceed to each project lifecycle phase, even if not listed as a formal approval gateway.

Table 3-1 HIIF Project Lifecycle Phases (Ref. HIIF PMG July 2026).

Project Phase	HIIF Phase Approval	Infrastructure Guidelines Approval Gate (AG)
Phase 1: Scope and Purpose	Phase 1 Approval	
Phase 2: Concept Development & Option Selection	Phase 2 Approval	
Phase 3: Preliminary Design	Phase 3 Approval	**AG 1 Approval**
Phase 4: Statutory Processes	Phase 4 Approval	
Phase 5: Detailed Design & Procurement	Phase 5A & 5B Approval	**AG 2 & AG 3 Approval**
Phase 6: Construction & Implementation	Phase 6 Approval	
Phase 7: Close-out & Review	Phase 7 Approval	

Table 3-2 Phases and Approvals for HIIF Funded Projects (Ref. HIIF PMG July 2026).



= Hold Point for HAO Approval

[1] For projects >€20 million
[2] For all projects but proportionality shall apply. To be agreed with HAO PM.
[3] Aligns with Approval Gate 1 of Infrastructure Guidelines
[4] Aligns with Approval Gate 2 of Infrastructure Guidelines
[5] Aligns with Approval Gate 3 of Infrastructure Guidelines
**This stage may not be required for smaller projects. To be agreed with HAO PM

It is worth noting, that this scheme may be subject to suspension/termination by the Client at any time, subject to HAO review/approval, or for any other reason. The percentage of stage fees payable under any such suspension and/or termination is 5% as set out in the Tender & Schedule. To reflect this understanding, Roscommon County Council shall request that all tender documentation received from prospective Consulting Engineers, reflect a break clause, with no commitment to enter further project lifecycle phases.

The HIIF PMG (July 2026) outline three financial project bands:

- Band 1: Up to €10 million,
- Band 2: €10 million to €20 million,
- Band 3: Greater than € 20 million.

This project is understood to fall into Band 1.

4. Study Area

The proposed Study Area is shown in Figure 4-1 below and the indicative route corridor is highlighted in red in Figure 4-2. The proposed assessment of any transport options must consider but is not limited to the following documents and their proposals for the area:

- Roscommon County Council Development Plan,
- National Development policies.

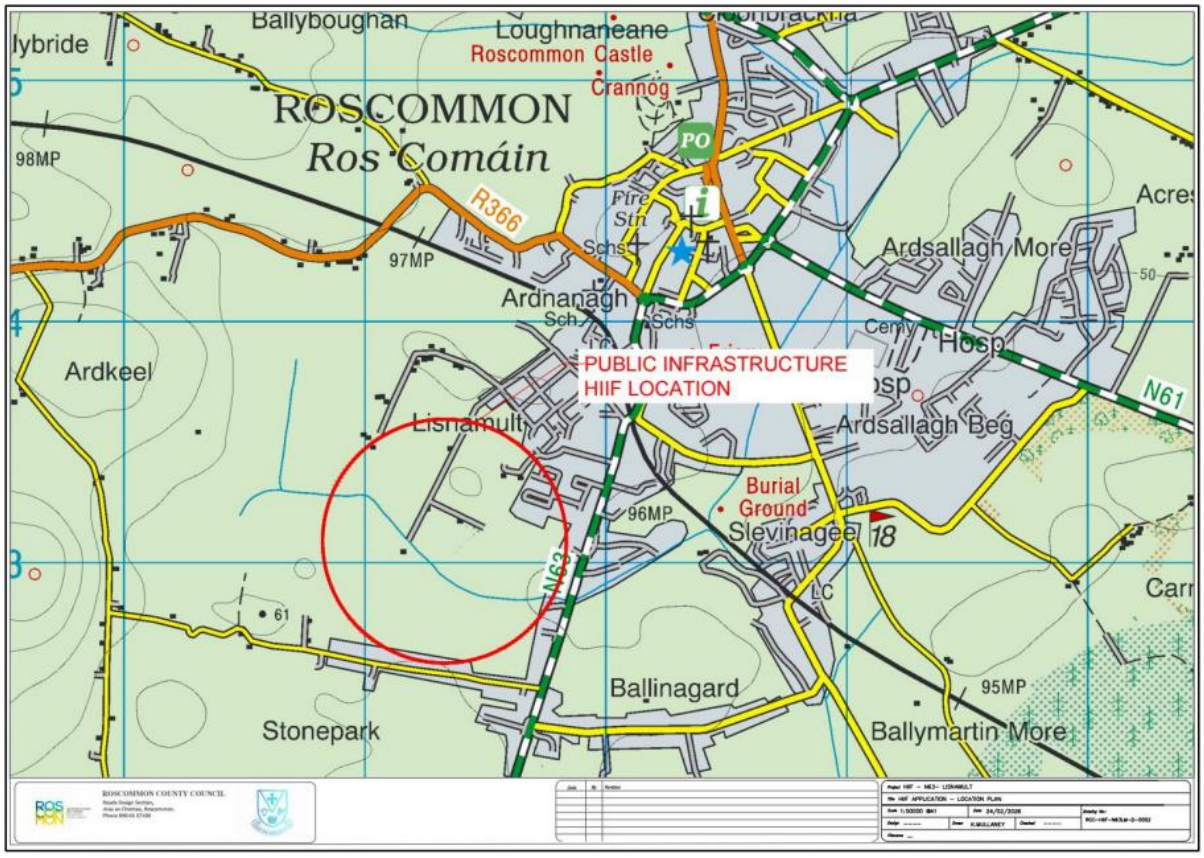


Figure 4-1 Site Location Drawing

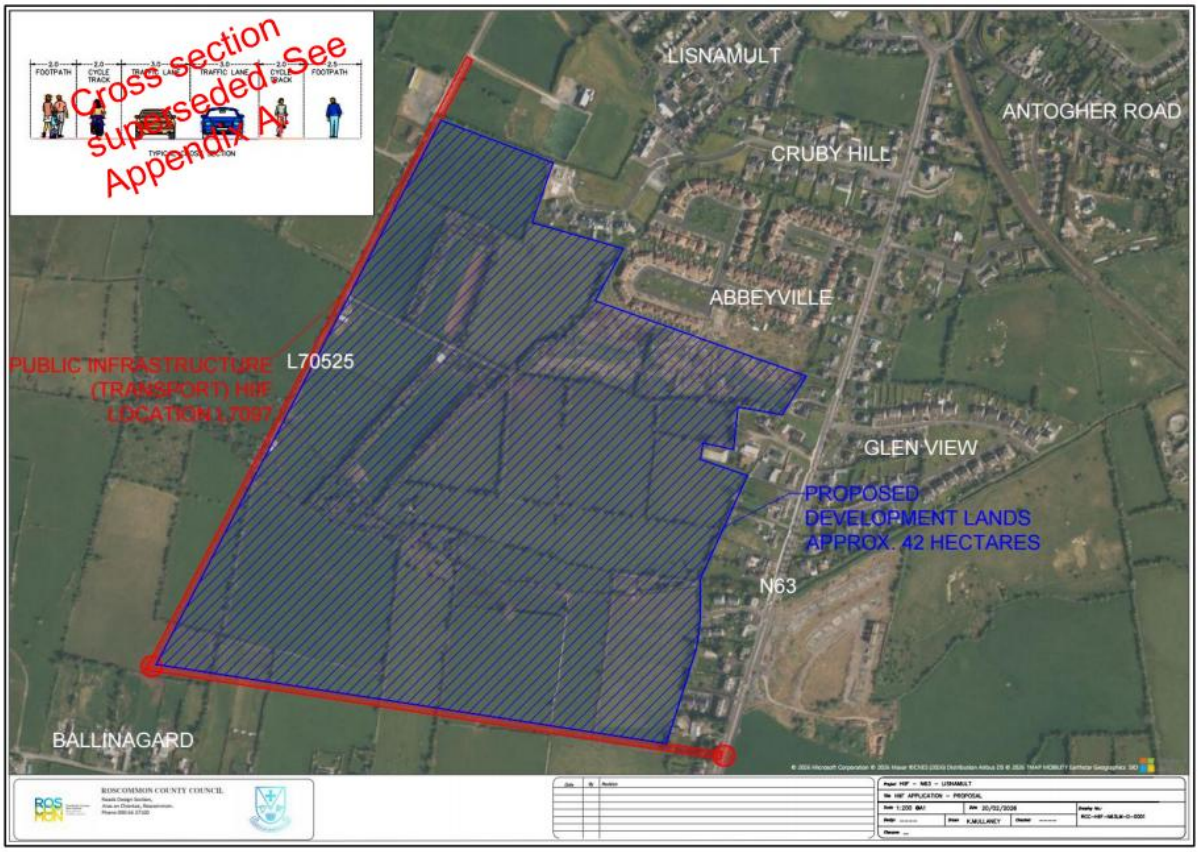


Figure 4-2 Site Layout Drawing

5. Project Objectives

The primary objective of this project is to provide a high-quality access road for all potential road users to access approx. 42 hectares of land at Lisnamult with a high potential for future housing development. The project aims to provide active travel facilities, to provide a more sustainable transport option for those commuting into Roscommon Town.

The appointed Consulting Engineer shall develop high-level road corridor options that could meet the Project Objectives and assess the impacts of any potential complementary road schemes.

6. Available Information for Consideration

The following information is available for information purposes:

- Not used.

7. Required Deliverables of the successful Consulting Engineer

The deliverables outlined in this section are to be delivered primarily using the HIIF PMG (July 2026), which shall be the primary guiding document for this project. However, in addition, Roscommon County Council request that the appointed Consulting Engineer also make reference to the:

- TII Project Management Guidelines (PE-PMG-02041-06).
- TII Project Managers Manual for National Road Projects (PE-PMG-02042-03).
- Department of Public Expenditure NDP Delivery and Reform Infrastructure Guidelines December 2023.
- Department of Transport (DoT), Transport Appraisal Framework (TAF), July 2026.
- National Investment Framework for Transport in Ireland (NIFTI), and all associated documents.

The successful Consulting Engineer may be appointed to the role of Designer and Project Supervisor Design Process (PSDP) for the full duration of the project, through Project Life cycle Phases 2, 3, 4, 5, 6 and 7, of the HIIF PMG (July 2026), subject to the suspension/termination criteria outlined in section 3 of this document.

The TII Project Management Guidelines (PE-PMG-02041-06) refers to Major and Minor projects. This project is understood to best align with the Minor Project reference as it shall have a capital value between €5 and €50 Million. In addition to the Consulting Engineer deliverable requirements presented below from the HIIF PMG (July 2026), Roscommon County require that the appointed Consulting Engineer also reference Figure 5 of the TII Project Management Guidelines (PE-PMG-02041-06); Minor Project Phases, Processes and Deliverables. For clarity, Figure 5 of the TII Project Management Guidelines (PE-PMG-02041-06) is presented in Appendix B of this document.

a. Phase 1: Scope and Purpose

Project deliverables for this project phase are presented in Table 7-1 and for Band 1 projects include:

- Completed Project Grant Application Form.

Table 7-1 HIIF Phase 1 (Scope and Purpose) Deliverables (Ref. HIIF PMG July 2026).

Project Band	Project – Band 1	Project – Band 2	Project – Band 3
	< €10m	**€10m to €20m**	**Above €20m**
Key Deliverables	Completed Project Grant Application Form	Completed Project Grant Application Form	Completed Project Grant Application Form Project Outline Document
Approval Point	**HIIF Phase 1 Approval Request**	**HIIF Phase 1 Approval Request**	**HIIF Phase 1 Approval Request**
	Approval to proceed to Phase 2	Approval to proceed to Phase 2	Approval to proceed to Phase 2

Roscommon County Council have completed this phase internally and received approval from the HAO to proceed to phase 2. Roscommon County Council therefore do not require the appointed Consulting Engineer to provide deliverables under this phase.

b. Phase 2: Concept Development and Option Selection

Project deliverables for this project phase are presented in Table 7-2 and for Band 1 projects include:

- Project Execution Plan (PEP).
- Option Selection Report.

Table 7-2 HIIF Phase 2 (Concept Development and Option Selection) Deliverables (Ref. HIIF PMG July 2026).

Project Band	Project – Band 1	Project – Band 2	Project – Band 3
	< €10m	€10m to €20m	Above €20m
Key Deliverables	Project Execution Plan Option Selection Report	Project Execution Plan Option Selection Report	Project Execution Plan Feasibility and Option Selection Report
Approval Point	**HIIF Phase 2 Approval Request**	**HIIF Phase 2 Approval Request**	**HIIF Phase 2 Approval Request**
	Approval to proceed to Phase 3	Approval to proceed to Phase 3	Approval to proceed to Phase 3

Roscommon County Council have completed a PEP internally and issued this to the HAO for review. Roscommon County Council therefore do not require the appointed Consulting Engineer to deliver a PEP under this phase.

Roscommon County Council would request that the appointed Consulting Engineer begin at this stage of the Project lifecycle process; with the first deliverable being the Option Selection Report.

With reference to the HIIF PMG (July 2026) the Option Selection Report shall address the following items:

- Area of benefitting lands to be serviced.
- Assessment of infrastructure required.
- Identification of requirements of utility companies.
- Assessment of available options.
- Identification of preferred option.
- Outline of challenges /risks.
- Feasibility working cost estimate.
- Indicative planning and procurement approach.

Roscommon County Council also request that the appointed Consulting Engineer, on behalf of Roscommon County Council, also liaise with Uisce Éireann, ESB Networks and other relevant utility companies during this phase, to ensure that the requirements of the utility companies are understood and agreed and that they are included in the scope during the

design development of the project. Such engagement shall include the submission of requisite information to the relevant utility company for review and comment. Roscommon County Council as the Sponsoring Agency are required to ensure that all requirements and constraints identified by the utility companies are incorporated into the Options Selection Report.

c. Phase 3: Preliminary Design

Key project deliverables required from the appointed Consulting Engineer for this project phase are presented in Table 7-3Table 7-2 and for Band 1 projects include:

- Simplified Preliminary Design Report.
- Simplified Preliminary Business Case.

Table 7-3 HIIF Phase 3 (Preliminary Design) Deliverables (Ref. HIIF PMG July 2026).

Project Band	Project – Band 1	Project – Band 2	Project – Band 3
	< 10m	€10m to €20m	Above €20m
Key Deliverables	Simplified Preliminary Design Report *(inclusive of updated cost information and any required audit confirmations)* Simplified Preliminary Business Case	Preliminary Design Report *(inclusive of updated cost information and any required audit confirmations)* Simplified Preliminary Business Case	Preliminary Design Report (inclusive of updated cost information and any required audit confirmations) Preliminary Business Case
Approval Point	**HIIF Phase 3 Approval Request**	**HIIF Phase 3 Approval Request**	**HIIF Phase 3 Approval Request**
	Approval to proceed to Phase 4	Approval to proceed to Phase 4	Approval to proceed to Phase 4

With reference to the HIIF PMG (July 2026) the Preliminary Design Report shall address the following items:

- Benefitting lands to be serviced.
- Overall layout and general arrangements.
- Utility company requirements.
- Land-take requirements.
- Overview of potential environmental impacts.
- Mitigation measures.
- Cost information (detailed cost information should be included as an appendix or supporting document).

With reference to the HIIF PMG (July 2026); the Preliminary Business Case shall align with the requirements set out in the Department of Public Expenditure NDP Delivery and Reform Infrastructure Guidelines December 2023.

In addition, the HAO has developed “Guidance on the Preparation of Preliminary Business Cases for HIIF Funded Projects” and a HIIF Preliminary Business Case Template is available from the HAO. Roscommon County Council request that this Template and guidance document be used to form the basis for preliminary business cases submitted to the HAO.

Roscommon County Council propose to appoint a property valuation advisor and legal advisors during project life-cycle phase 3; when a road corridor is more defined.

d. Phase 4: Statutory Process

Key project deliverables required from the appointed Consulting Engineer for this project phase are presented in
Table 7-4Table 7-2 and for Band 1 projects include:

- Final documentation for planning/statutory consent.
- Planning Outcome Report.

Table 7-4 HIIF Phase 4 (Statutory Process) Deliverables (Ref. HIIF PMG July 2026).

Project Band	Project – Band 1	Project – Band 2	Project – Band 3
	< €10m	€10m to €20m	Above €20m
Key Deliverables	Final documentation for planning/statutory consent	Final documentation for planning/statutory consent	Final documentation for planning/statutory consent
	Hold Point ✋ (aligns with IG Approval Gate 1)	Hold Point ✋ (aligns with IG Approval Gate 1)	Hold Point ✋ (aligns with IG Approval Gate 1)
	Planning Outcome Report	Planning Outcome Report	Planning Outcome Report
Approval Point	**HIIF Phase 4 Approval Request**	**HIIF Phase 4 Approval Request**	**HIIF Phase 4 Approval Request**
	Approval to proceed to Phase 5	Approval to proceed to Phase 5	Approval to proceed to Phase 5

With reference to the HIIF PMG (July 2026); Roscommon County Council request that the appointed Consulting Engineer prepare all statutory consent documents required (including planning, environmental and land acquisition as applicable) for the project, and seek the appropriate statutory approvals and support the required approval processes to conclusion. Statutory consent documents must be prepared in accordance with applicable legislation and should reflect an understanding of issues and sensitivities that are likely to be of importance in the consent process.

During this phase the Sponsoring Agency (Roscommon County Council) are required to receive project detail approval from the HAO in advance of submitting documents for

statutory planning approval. This is indicated as a Hold Point in the phase 4 project phase lifecycle.
Upon conclusion of the planning procedure, Roscommon County Council would request that the appointed Consulting Engineer prepare a Planning Outcome Report to include:

- The outcome of the planning process including a copy of the planning approval(s).
- A review of any impacts that the terms of approval may have on the scheme going forward.
- Identify any changes arising from the planning processes to the project brief, costs and/or benefits of the proposed project, or other matters which would be likely to alter the initial appraisal.

Along with the information presented above, during phase 4, Roscommon County Council request that the appointed Consulting Engineer provide Roscommon County Council with full planning advice on development/proposals in the study area for the scheme and any application that may affect the performance/capacity of the scheme.

The appointed Consulting Engineer shall include for preparation of a report on the application, within 5 working days of receipt from the Client, and shall provide support services if an appeal is required. The appointed Consulting Engineer shall allow for an average of ten applications per month in the study area for the scheme over the duration of Phase 4.

e. Phase 5: Detailed Design and Procurement

Key project deliverables required from the appointed Consulting Engineer for this project phase are presented in Table 7-5Table 7-2 and for Band 1 projects include:

- Pre-Tender Documents.
    - Simplified Detailed Design Report.
    - Simplified Detailed Business Case and Tender Documents.
- Post-Tender Documents.
    - Tender Report.
    - Final Business Case (provided in tandem with the Tender Report).

Table 7-5 HIIF Phase 5 (Detailed Design and Procurement) Deliverables (Ref. HIIF PMG July 2026).

Project Band	Project – Band 1	Project – Band 2	Project – Band 3
	< €10m	€10m to €20m	Above €20m
Key Deliverables	Simplified Detailed Design Report, *(inclusive of updated cost information and any required audit confirmations)* Simplified Detailed Business Case and Tender Documents	Simplified Detailed Design Report, *(inclusive of updated cost information and any required audit confirmations)* Simplified Detailed Business Case Procurement Strategy and Tender Documents	Detailed Design Report, (inclusive of updated cost information and any required audit confirmations) Detailed Business Case Procurement Strategy and Tender Documents
Approval Point	**HIIF Phase 5A Approval Request** Aligns with IG Approval Gate 2	**HIIF Phase 5A Approval Request** Aligns with IG Approval Gate 2	**HIIF Phase 5A Approval Request** Aligns with IG Approval Gate 2
	Detailed Design Report Detailed Business Case	Detailed Design Report Detailed Business Case	Detailed Design Report Detailed Business Case
Approval Point	**HIIF Phase 5B Approval Request** Aligns with IG Approval Gate 3	**HIIF Phase 5B Approval Request** Aligns with IG Approval Gate 3	**HIIF Phase 5B Approval Request** Aligns with IG Approval Gate 3
	Tender Report Final Business Case	Tender Report Final Business Case	Tender Report Final Business Case
	Approval to proceed to Phase 6	Approval to proceed to Phase 6	Approval to proceed to Phase 6

With reference to the HIIF PMG (July 2026) for this project phase, Roscommon County Council request that the appointed Consulting Engineer prepare the detailed design and tender documentation for the implementation of the project and to procure and award the construction/implementation contracts.

With reference to the HIIF PMG (July 2026) for this project phase, Roscommon County Council as the Sponsoring Agency are required to provide written confirmation to the HAO, where there is an Uisce Éireann, ESB Networks, and/or other utility infrastructure component to the project, and prior to the award of a construction contract, that:

- The Tender documents incorporate all requirements of Uisce Éireann, ESB Networks and other relevant utility companies.
- Uisce Éireann have reviewed the design and cost estimate pertaining to the water and wastewater elements of the works, and similar for the other utility infrastructure.
- Uisce Éireann and/or the other utility companies are satisfied that it can be included in the tender package.
- The Sponsoring Agency has entered into ancillary contracts as required and where appropriate such as a State Body Agreement with Uisce Éireann and/or with other utility companies.

To fulfil the above requirement, Roscommon County Council request that the appointed Consulting Engineer undertake this checklist as part of their services, and upon completion provide written confirmation to Roscommon County Council that its requirements have been met, so as Roscommon County Council can in-turn fulfil its obligations to the HAO.

With reference to the HIIF PMG (July 2026) for this project phase, Roscommon County Council as the Sponsoring Agency are required to provide written confirmation to the HAO as part of Phase 5B Approval, that Roscommon County Council has control of all lands necessary to construct the works. To fulfil this requirement, Roscommon County Council request that the appointed Consulting Engineer undertake all Landowner Liaison and Land Acquisition required for the project on behalf of Roscommon County Council.

f. Phase 6: Construction and Implementation

Key project deliverables required from the appointed Consulting Engineer for this project phase are presented in Table 7-6Table 7-2 and for Band 1 projects include:

- Regular Progress Reports informing on cost and programme.
- Change Order Information (if applicable).
- Final Account Report.

Table 7-6 HIIF Phase 6 (Construction and Implementation) Deliverables (Ref. HIIF PMG July 2026).

Project Band	Project – Band 1	Project – Band 2	Project – Band 3
	< €10m	€10m to €20m	Over €20m
Reporting Requirements	Regular Progress Reports informing on cost and programme. Change order Information (If applicable)	Regular Progress Reports informing on cost and programme. Change order Information (If applicable)	Regular Progress Reports informing on cost and programme. Change order Information (If applicable)
Key Deliverables	Final Account Report	Final Account Report	Final Account Report
Approval Point	**HIIF Phase 6 Approval Request**	**HIIF Phase 6 Approval Request**	**HIIF Phase 6 Approval Request**
	Approval to proceed to Phase 7	Approval to proceed to Phase 7	Approval to proceed to Phase 7

With reference to the HIIF PMG (July 2026) for this project phase, the sponsoring agency (Roscommon County Council) are to appoint an Employers Representative (ER) in accordance with the requirements of the relevant contract. To fulfil the above requirement, Roscommon County Council request that the appointed Consulting Engineer shall undertake the role of Employers Representative (ER).

In accordance with the HIIF PMG (July 2026), Regular Progress Reports informing on cost and programme, as required under this project phase, shall be **monthly**. These reports shall communicate clearly the status of the project and the existence of any significant issues or challenges, change orders and potential risks to the programme and budget. Roscommon County Council are required to issue each Monthly Progress Report to the HAO Project Manager. To fulfil this request Roscommon County Council request that the appointed Consulting Engineer undertaking the role of Employers Representative (ER) issue each Monthly Progress Report in a timely manner so as they can in-turn be issued in a timely manner to the HAO.

With respect to Change Orders, the HIIF PMG (July 2026), outlines that for each design or construction phase contract, the use of contract variations or Change Orders shall be minimised or avoided if possible. Where unavoidable, the guidelines outline three bands for which prior HAO approval is required, where during the construction phase, an individual Change Order or a cumulative number of Change Orders, exceed the HAO approved contract sum by more than the amounts set out below.

- €100,000 for Band 1 projects (Projects Up to €10 million).
- €150,000 for Band 2 projects (Projects €10 million to €20 million).
- €200,000 for Band 3 projects (Projects greater than € 20 million).

This project is understood to fall into Band 1, and therefore the relevant upper Change Order limit is €100,000. Change Orders above €100,000 will require HAO approval from: HIIFprogramme@housing.gov.ie . For change orders below €100,000 the Sponsoring Agency must notify the details in the subsequent ER's monthly progress report to the HAO Programme Manager. An up-to-date register of all Change Orders issued, inclusive of their values, shall be included in the ER's monthly Progress Report. To fulfil these HAO Change Order requirements, Roscommon County Council request that the appointed Consulting Engineer undertaking the role of Employers Representative (ER) inform Roscommon County Council in a timely manner if change orders are likely to be required and to what financial value, and request that each Monthly Progress Report includes change order details, so as Roscommon County Council can in-turn inform the HAO in a timely manner.

With respect to Potential Claims Liability, the HIIF PMG (July 2026) outline that the Sponsoring Agency, are required to notify the HAO if there is a potential claims liability which may impact on the scope, quality, cost, or programme for completion of the project and/or if there is an impact on the Total Project Cost. To fulfil this request Roscommon County Council request that the appointed Consulting Engineer undertaking the role of Employers Representative (ER) notify Roscommon County Council in a timely manner of any potential significant contractual claims as soon as the Employer's Representative (ER) becomes aware of them, so as Roscommon County Council can in-turn inform the HAO in a timely manner. In addition, Roscommon County Council request that the Employer's Representative shall maintain such records as are necessary to properly assess and make a considered determination on any claim(s) submitted.

With respect to the Final Account Report, the HIIF PMG (July 2026) outlines that this report shall be prepared in accordance with the HIIF Cost Management Guidelines. Roscommon County Council request that the appointed Consulting Engineer fulfil this request when preparing the Final Account Report.

g. Phase 7: Close out and Review

Key project deliverables required from the appointed Consulting Engineer for this project phase are presented in Table 7-7Table 7-2 and for Band 1 projects include:

- Project Completion Report.
- Confirmation of Safety & Quality Audits (if applicable).
- Annual Post Evaluation Report for 5 years.

Table 7-7 HIIF Phase 7: Close out and Review (Ref. HIIF PMG July 2026).

Project Band	Project – Band 1	Project – Band 2	Project – Band 3
	< €10m	€10m to €20m	Above €20m
Key Deliverables	Project Completion Report Confirmation of Safety and Quality Audits (if applicable)	Project Completion Report Confirmation of Safety and Quality Audits (if applicable)	Project Completion Report Confirmation of Safety and Quality Audits (if applicable)
Approval Point	**HIIF Phase 7 Approval Request**	**HIIF Phase 7 Approval Request**	**HIIF Phase Approval Request**
	Annual Post Evaluation Report for 5 years	Annual Post Evaluation Report for 5 years	Annual Post Evaluation Report for 5 years
	Project Closure	Project Closure	Project Closure

With reference to the HIIF PMG (July 2026) the Project Completion Report is intended to assess if the project was delivered in line with its intended scope and budget and in line with the requirements of the Infrastructure Guidelines. The Project Completion Report shall address the following items:

- Whether the basis on which the project was undertaken proved correct.
- Whether the business case and management procedures were satisfactory.
- Whether the expected benefits have been realised.
- The lessons learned including positive and negative findings; and the conclusions that can be drawn which are applicable to other projects.

The HIIF PMG (July 2026) outlines that the Project Completion Report be prepared by the Sponsoring Agency in accordance with the requirements of the Infrastructure Guidelines, for all projects, regardless of size/value. However, Roscommon County Council request that the appointed Consulting Engineer prepare the Project Completion Report as part of their deliverables.

With respect to Confirmation of Safety & Quality Audits, Roscommon County Council request that the appointed Consulting Engineer undertake all Safety & Quality Audits required in accordance with DoT NGS Circular 3 of 2022 (Quality Audits and Road Safety Audits on Public Roads in Ireland). This circular states that Quality Audits and Road Safety Audits, are required for all works carried out on public roads which involve new infrastructure or reconfiguration of existing infrastructure, and which are not purely maintenance works. Audit stages are listed as:

- Stage F: Route selection stage.
- Stage 1: Completion of preliminary design.
- Stage 2: Completion of detailed design.
- Stage 3: Completion of construction.
- Stage 4: Early operation.

The circular notes that not all the above stages are necessary for each scheme or set of works, and that some of the stages may be omitted depending on the type, size and complexity of a scheme. The indicative requirements are presented in Table 7-8 below.

Table 7-8 Road Safety (RS) AND Quality Audit (QA) Stages (Ref. DoT NGS Circular 3 of 2022).

Type and Complexity of Scheme	Stage F	Stage 1	Stage 2	Stage 3	Stage 4
Schemes/Works with estimated Construction Cost greater than €0.5m incl. VAT	RS and QA*	RS and QA	RS and QA	RS	RS
Schemes/Works with estimated Construction Cost less than €0.5m incl. VAT		RS and QA		RS	

* **To be carried out at the discretion of the Local Authority depending on the complexity and specific situation in each case.**

Roscommon County Council request that the appointed Consulting Engineer include for undertaking Road Safety and Quality Audits in accordance with Table 7-8 above, as part of their deliverables.

Road Safety Audits shall be undertaken in accordance with:

- DoT NGS Circular 3 of 2022 (Quality Audits and Road Safety Audits on Public Roads in Ireland).
- TII GE-STY-01024-09 (Road Safety Audit).
- TII GE-STY-01025-03 (Road Safety Audit - Audit Team Qualifications).
- TII GE-STY-01027-03 (Road Safety Audit Guidelines).
- DoT Design Manual for Urban Roads and Streets (DMURS).

Road Safety Audits at each stage shall include a detailed Risk Assessment. The Risk Assessment process shall consider the likely severity of outcome and frequency of occurrence attributable to any perceived hazard. The Risk Assessment shall detail each hazard and

provide recommendations to remove the hazard or reduce the severity or frequency of the hazard.

The HIIF PMG (July 2026) outlines that at this project phase, the Sponsoring Agency shall prepare an annual Post Evaluation Report in respect of the relevant development for a period of 5 years post completion. However, Roscommon County Council request that the appointed Consulting Engineer prepare the Annual Post Evaluation Report for 5 years, as part of their deliverables.

8. Additional Considerations

Note: When pricing these works the tenderer must ensure that their rates include for the following minimum requirements which may already be referenced previously in this document but are included below for clarity.

Note the list below is to be considered, however it is not exhausted, and does not alleviate the appointed Consulting Engineer from complying with HIIF PMG (July 2026), which shall be the primary guiding document for this project. However, in addition, Roscommon County Council request that the appointed Consulting Engineer also make reference to the:

- TII Project Management Guidelines (PE-PMG-02041-06).
- TII Project Managers Manual for National Road Projects (PE-PMG-02042-03).
- Department of Public Expenditure NDP Delivery and Reform Infrastructure Guidelines December 2023.
- Department of Transport (DoT), Transport Appraisal Framework (TAF), July 2026.
- National Investment Framework for Transport in Ireland (NIFTI), and all associated documents.

but not limited to, the non-exhaustive list of specific services set out in this brief.

1) The appointed Consultant Engineer must complete all necessary Environmental Assessments for the project. Roscommon County Council should be made aware if any further environmental studies are required, EIA etc.
2) The appointed Consultant Engineer must ensure to allow for the requirements set out in the Governments Climate Action Plan 2025 and Roscommon County Council Climate Action Plan 2024-2029. The appointed Consulting Engineer is to take into consideration the measures required to deliver the climate action targets set out within these documents.
3) The appointed Consulting Engineer must ensure that all pre-existing services are located, mapped and accounted for in the proposed preferred Design.
4) The appointed Consulting Engineer will liaise with all Statutory Bodies, Utility Service Providers and Stakeholders and ensure that where applicable all required consents and compliance approvals are in place across all phases of this project.
5) The appointed Consulting Engineer will undertake the role of Project Supervisor Design Process (PSDP) for all aspects of the works and will ensure that the general principles of prevention underpin all aspects of the proposals under consideration.
6) The appointed Consulting Engineer will ensure that a Cost Estimate for the option considered is issued at all project life cycle stages and is updated at the appropriate delivery points to reflect construction costs, the effects of inflation, and the economic climate.
7) The appointed Consulting Engineer will ensure that all options are designed in accordance with current design standards and regulations such as but not limited to current TII Specifications and Technical Guidance Documents, the 2019 Department of Transport, (DoT) ‘Design Manual for Urban Roads and Streets’ (DMURS), the NTA

Cycle Manual, and the DoT NGS Circular 2 of 2022 (Application of Guidelines and Standards in relation to works on Public Roads in Ireland).

8) Funding for the proposed scheme will come from the Housing Activation Office (HAO), of the Department of Housing, Local Government and Heritage, in conjunction with the Housing Infrastructure Investment Fund (HIIF), and as such the appointed Consulting Engineer must ensure the scheme complies with the HIIF PMG (July 2026), which shall be the primary guiding document for this project. However, in addition, Roscommon County Council request that the appointed Consulting Engineer also make reference to the:
    - TII Project Management Guidelines (PE-PMG-02041-06).
    - TII Project Managers Manual for National Road Projects (PE-PMG-02042-03).
    - Department of Public Expenditure NDP Delivery and Reform Infrastructure Guidelines December 2023.
    - Department of Transport (DoT), Transport Appraisal Framework (TAF), July 2026.
    - National Investment Framework for Transport in Ireland (NIFTI), and all associated documents.
9) The appointed Consulting Engineer will be responsible for fully complying with the technical approval procedures and obtaining the relevant DoT certifications where applicable i.e. the DoT Circular RW 10/2021 for any structures that may be required as part of the Preferred Option.
10) With respect to Road Quality and Road Safety Audits; Roscommon County Council request that the appointed Consulting Engineer include for undertaking Road Safety and Quality Audits in accordance with Table 7-8 of this document, as part of their deliverables, and the appointed Consulting Engineer will be responsible for fully complying with the requirements of:
    - DoT NGS Circular 3 of 2022 (Quality Audits and Road Safety Audits on Public Roads in Ireland).
    - TII GE-STY-01024-09 (Road Safety Audit).
    - TII GE-STY-01025-03 (Road Safety Audit - Audit Team Qualifications).
    - TII GE-STY-01027-03 (Road Safety Audit Guidelines).
    - DoT Design Manual for Urban Roads and Streets (DMURS).
11) The appointed Consulting Engineer will be responsible for complying with all relevant DoT circulars and guidance documents.
12) The appointed Consultant Engineer shall also carry out the corresponding requirements of the latest versions of all other environmental standards, technical documents, procedures, guidelines including but not restricted to the requirements of the documents from the following non-exhaustive list:
    - Roscommon County Council.
    - Transport Infrastructure Ireland (TII).
    - Department of Finance.
    - Department of Transport (DoT).
    - Department of Public Expenditure NDP Delivery and Reform (DPENDR) (including Capital Works Management Framework Documents).
    - Department of Arts, Heritage, Regional, Rural and Gaeltacht Affairs (including National Parks and Wildlife Service (NPWS).
    - EPA (Environmental Protection Agency).
    - Green Procurement - Guidance for the Public Sector.
    - Office of Public Works (OPW).
    - Uisce Èireann.
13) On appointment the appointed Consulting Engineer shall provide a detailed programme of deliverables for the scheme for each project life cycle Phase: 2, 3, 4, 5, 6 and 7, as outlined in the HIIF PMG (July 2026).

14) The appointed Consulting Engineer must allow for progress meetings every 4 weeks to be held at Áras an Chontae, Roscommon at which the appointed Consulting Engineer will issue detailed progress reports and programme performance all of which must be recorded and minutes taken and distributed to all participants by the appointed Consulting Engineer.
15) The appointed Consulting Engineer shall ensure that the submitted tender proposal includes for the procurement, appointment and management of all relevant specialist sub-consultant investigations, surveys, or assessments. In addition, the appointed Consulting Engineer shall be aware that for the appointment of all specialist sub-consultants the appointed Consulting Engineer shall undertake the role of client and PSDP and must ensure that the role of PSCS is properly assigned. Sub-consultant investigations, surveys, or assessments may include:
    - Ground Investigation.
    - Topographical/LiDAR.
    - Utility/Services.
    - Traffic/Traffic Modelling.
    - Archaeological.
    - Environmental.
    - Road Lighting.
16) The appointed Consulting Engineer must prepare all Contract Documentation, Contract Drawings, Pricing Documents, and Specifications for the Preferred Option.
17) The appointed Consulting Engineer shall prepare and update as necessary a Construction Stage Management Plan and a Construction Stage Environmental Management Plan, during Phase 3: Preliminary Design and during Phase 5: Detailed Design and Procurement. These plans shall be provided to, and reviewed, modified, and enhanced as necessary by the successful Contractor (including enabling works contractors) to detail proposed construction or implementation methodologies associated with their work methodologies. A non-exhaustive list of items to be included in each plan are presented below:

    Construction Stage Management Plan:
    - Lands required to facilitate construction.
    - Lands required to act as compounds for construction.
    - Traffic Management.

    Construction Stage Environmental Management Plan:
    - Construction noise.
    - Water runoff.
    - Dust.
    - Control of invasive species.
    - Waste.

18) The appointed Consulting Engineer shall manage and deliver the project in accordance with the Government of Ireland, Capital Works Management Framework (CWMF) and BIM requirements from January 2024.
19) The appointed Consulting Engineer must prepare all Public Consultations and Presentations of the Final Design of the Preferred Option to the Roscommon County Council Roads & Transportation Department, Roscommon County Council Roscommon Municipal District, and the Roscommon County Council Full Council meeting.
20) The Client proposes to hold one pre-application consultation meeting for the scheme with An Coimisiún Pleanála (ACP) in Dublin during Project lifecycle Phase 2 (Concept Development & Option Selection) and Phase 3 (Preliminary Design) in accordance with Section 51A of the Roads Act 1993. The appointed Consulting Engineer shall update the formal scoping of the EIA. The appointed Consulting Engineer shall prepare

for and deliver a presentation for the scheme to ACP and attend the Consultation meeting. The appointed Consulting Engineer shall include for all costs and expenses associated with preparing for and attending this Consultation.

21) During Project lifecycle Phase 4 (Statutory Processes), the appointed Consulting Engineer shall allow for the potential costs associated with the preparation of all the deliverables for any potential Oral Hearing pertaining to the scheme. The appointed Consulting Engineer shall lead the presentation of the EIAR (Environmental Impact Assessment Report) and CPO (Compulsory Purchase Order) / PRO (Public Relations Officer) at the An Coimisiún Pleanála Public Oral Hearing into the scheme. The appointed Consulting Engineer shall be responsible for preparing the brief of evidence for the scheme. Finer details with respect to CPO, EIAR and/or a Natura Impact Statement (NIS) (if required) shall be agreed with the successful Consulting Engineer when appointed. Prospective Consulting Engineers shall allow for a full EIAR, and a Stage 1 and 2 NIS to be undertaken as part of the project deliverables, and all fees associated with this process shall be included for in the tender sum.
22) At the end of the project the appointed Consulting Engineer shall handover five hard copies and two electronic copies of all deliverable documents prepared during Project lifecycle Phases 2 to 7, in a fully referenced format to be agreed with the Client. This shall include, but not be limited to copies of all records, files, reports and documents, studies, design files, models, surveys, etc. associated with the planning, design and construction of the scheme. Electronic copies of drawings (in AutoCAD and PDF Formats) and documents (in Word and PDF Formats) shall be submitted by the Consulting Engineer to the client in suitable, fully referenced, hard drives.
23) The appointed Consulting Engineer shall handover the Safety File and all associated documents to the Client in both hard and electronic formats. It is proposed to use a document data exchange via a dedicated SharePoint folder with appropriate permissions and access controls to folders to ensure data security and confidentiality.
24) The appointed Consulting Engineer shall allow for the preparation and presentation of a power-point presentation to Roscommon County Council on completion of the Preliminary and Detailed Design Report, typically 30 minutes PowerPoint or similar, followed by 60 minutes questions/back-and-forth.
25) The appointed Consulting Engineer shall allow for attendance at all meetings as set out in the HIIF PMG (July 2026), including Steering Group meetings (if used).
26) Prospective Consulting Engineers shall note that the Performance periods presented in Schedule B (Consultant's Services and Fees) of the Form of Tender and Schedule document are "best available information" and revised performance periods shall be agreed (if required) when the successful Consulting Engineer is appointed.
27) Further HIIF information including Reporting Templates is available at: https://www.gov.ie/en/department-of-housing-local-government-and-heritage/publications/housing-infrastructure-investment-fund-hiif/
28) The HAO have issued specific requirements with respect to Utility's. These requirements are presented hereunder, and the appointed Consulting Engineer shall allow for these requirements in their deliverables:

Additional Information to be included with a Design Brief for Housing Infrastructure Investment Fund / Housing Activation Office funded schemes:

Context:
The designer will be required to design up the utilities required to activate the housing on the benefitting lands as part of the brief. The LA needs to carry out a study to consider the exact current or future zoned land they need to design for now, so the utilities are future proofed. In addition, that study may involve traffic analysis to ensure the road and impacted roads can cater for the additional population density that may be housed in the affected locale.

General:

- The Local Authority should carry out an Infrastructure Review with landowners, LA Planning Dept and utilities to determine the full scope of work required for the housing activation on the directly and indirectly benefitting lands to determine the scope of utility infrastructure required. Designer also to provide a traffic appraisal to determine if additional traffic from the direct and indirectly benefitting housing activation can be catered for by the new scheme and relevant surrounding roads. Designer to factor in the locations of the entrances to new developments off the transport corridor.
- The design team competence should include competence and experience on utility infrastructure requirements to facilitate the enabling of housing activation.
- The Local Authority Project Manager takes responsibility for the role of Utility Engagement Manager: responsibility for utility liaison with UE and ESB and Gas and other relevant utilities.
- Requirement of approx. 8 meetings per utility during design stages.

UÉ engagement requirements:

Designer requests and uses each Developer(s) Masterplan to inform an overall Local Area Infrastructure Masterplan. Each masterplan should include:

1. An estimate of the housing units on each development site on benefiting zoned land.
2. A high-level master plan of the benefitting lands including pipe size with invert levels leaving the development site, pipe route they propose to get to the proposed wastewater pump station, water and wastewater network connection location, include the invert level they propose to gravitate to that point. The layouts should note where they plan to cross existing services and the depth of same.

The designer will engage with Uisce Éireann to agree the scope of water and wastewater services to be included in the HIIF project. Typical requirements for engagement with Uisce Éireann during the design process are:

- Engage and liaise with Uisce Éireann on behalf of the client and comply with Uisce Éireann requirements in relation to water and wastewater systems and infrastructure to service housing on the benefitting lands. Design agreed water and wastewater services infrastructure to Uisce Éireann standards and include in tender documents
- Provision of high level HIIF scope and design to UÉ for review and comment by UÉ on high level scope of water and wastewater works to be included.
- Provision of updated high level HIIF scope and design incorporating water and wastewater works.
- Provision of preliminary design incl. vertical and horizontal alignments for review and comment to identify site specific requirements for inclusion e.g. pipe diameters, invert levels, pumpstations
- Engagement on any material changes that arise during the design and planning process that present a risk to scope, cost, schedule, safety or performance of the water and wastewater assets
- Provision of detailed design for review and comment by UÉ pre-tender, to include Hazard and Operability Study (HAZOP) and ALM (Access, Lifting, Maintenance) Reports, Construction level detailed design, GA/RC/Steelwork fabrication/ pipeline drawings, Commissioning Plan.
- Tender report for review and comment UÉ.

ESB requirements:

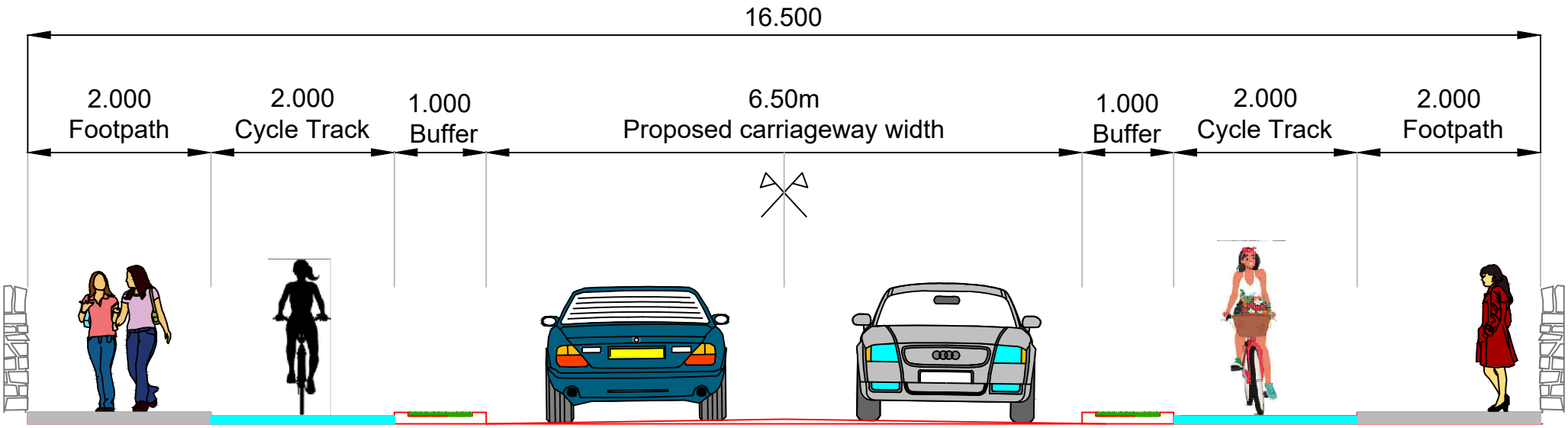
ESB's design requirements will be less as they require generic ducting and manholes at suitable centres, but they still need to be liaised with at several stages to ensure they are aware of the ESB capacity requirements needed and the information can be captured as early a stage as possible.

- Engage and liaise with ESB Networks on behalf of the Client and comply with all ESB Networks requirements relating to electricity infrastructure necessary to service housing on the benefitting lands. Ensure that all applicable ESB Networks specifications, standards, and design requirements are incorporated into the tender documentation.

Appendices

Appendix A

Proposed Cross Section.



TYPICAL CROSS SECTION AA
60 Km/h Road

SOUTHWESTERN RELIEF ROAD

Appendix B

Figure 5. Minor Project Phases, Processes and Deliverables, from TII Project Management Guidelines (PE-PMG-02041-06).

Minor Projects

Processes	Deliverables
Phase 0 Scope and Strategic Assessment Ensure Project alignment with current TII strategic programmes and plans.	
• Preparation of Project Information Summary Notices (PISN). • Preparation of Project/Programme Outline Document (POD) in accordance with *TII PAG*. • Collation of Project Dossier. • TII Gate Review confirming level of Project maturity reached.	• Project Information Summary Notices (PISN). • Cost Management Manual Deliverables • Project/Programme Outline Document (POD). • Phase 0 TII Gate Review Statement.
Phase 1 Concept and Feasibility Develop and investigate in further detail the feasibility of the Project and Project management structure.	
• Project team assignment. • Assignment of Project Archaeologist. • Preparation of Project Execution Plan (PEP). • Cost, Risk and Value Management. • Constraints, Risks and Opportunities Study. • Road Safety Review Report (RSRR). • Preparation of Procurement Strategy and Procurement File. • Appointment of Technical Advisors. • Appointment of Project Supervisor Design Process (PSDP). • Preparation of Feasibility Report. • TII Gate Review confirming level of Project maturity reached.	• Project Execution Plan (PEP). • Cost Management Manual Deliverables. • Feasibility Report. • Phase 1 TII Gate Review Statement.
Phase 2 Options Selection Examination of alternative options to determine a Preferred Option(s).	
• Update of Project Execution Plan. • Cost, Risk, and Value Management. • Options Selection Process. • Road Safety Audit Stage F. • Project Appraisal documentation. • Preparation of Options Report, if required. • Options Selection Peer Review. • Project Appraisal Documentation. • TII Gate Review confirming level of Project maturity reached.	• Updated Project Execution Plan. • Cost Management Manual Deliverables. • Options Report. • Phase 2 Gate Review Statement.

Processes	Deliverables
Phase 3 Design and Environmental Evaluation Develop the Project design, following the selection of a Preferred Option, based on both technical and environmental inputs, to a stage where sufficient levels of detail exist to establish landtake requirements and to progress the Project through the statutory processes.	
• Update to Project Execution Plan (PEP). • Consultation with land and property owners. • Statutory processes and required environmental reporting requirements. • Preparation of Design Project. • Commissioning of surveys. • Determine requirements for licences, consents, and permits. • Cost, Risk, and Value Management. • Road Safety Risk Report. • Environmental Evaluation documentation. • Draft Design Report. • Schedule of Environmental Commitments. • Preparation of Construction Environmental Management Plan. • Determination of Land Acquisition requirements. • Preparation of Land Acquisition documentation. • Engagement of Property Valuation Advisors and Legal Advisors. • Preparation of Project Appraisal documentation. • TII Gate Review confirming level of Project maturity reached.	• Updated Project Execution Plan (PEP) • Design Report. • Signed Design Report Peer Review Report. • Environmental Deliverables. • Statutory Process Documentation as applicable. • Land Acquisition Documentation. • Cost Management Manual. Deliverables, including Target Cost 1. • Project Appraisal Report or Preliminary Business Case, if required. • Phase 3 TII Gate Review Statement.
Approving Authority Approval Gate 1 (Approval in Principle)	

Phase 4 Statutory Processes Compile documentation and participate in oral hearing(s) as required by the statutory processes to ensure that the proposed Project is developed in accordance with planning and environmental legislation.	
• Update to Project Appraisal Plan (PEP). • Preparation Briefs of Evidence for Oral Hearing, if required. • Project Oral Hearing. Requests for Further Information, Amendments and Further Public Presentation (if required). • Schedule of Environmental Commitments. • Cost, Risk and Value Management. • Project Appraisal documentation. • Lessons Learned workshop. • TII Gate Review confirming level of Project maturity reached.	• Updated Project Execution Plan (PEP). • Competent Authority Decision. • Cost Management Manual Deliverables, including reviewed Minor Project Estimate (Target Cost 1). • Updated Project Appraisal Report. • Phase 4 TII Gate Review Statement.

Processes	Deliverables
Phase 5 Enabling and Procurement Compile tender documentation to allow for the appointment of a Contractor to execute the Main Contract and undertake enabling works to facilitate the works	
• Update to Project Execution Plan (PEP). • Review of Development Application Documentation. • Update of Construction Environmental Management Plan. • Procurement and delivery of Enabling Works Contracts. • Ensure Area Provided by the Employer is available. • Cost, Risk and Value Management.	• Updated Project Execution Plan (PEP). • Pre-Tender Cost Management Manual Deliverables. • Tender Assessment Report (TAR), Tender Award Recommendation Form (TARF) and Chief Executive's Order for Enabling Works Contract. • Project Appraisal Report. • Procurement Strategy. • Phase 5 TII Gate Review Statement.
Approving Authority Approval Gate (Pre-Tender Approval)	
• Appointment of Technical Advisors (if required). • Preparation of Procurement Strategy. • Preparation of Construction/Implementation Documentation. • Archaeological Services. • Cost, Risk and Value Management. • Project Appraisal Documentation. • TII Gate Review confirming level of Project maturity reached.	• Contract Documents (Main Contract) • Post-Tender Cost Management Manual Deliverables. • Tender Assessment Reports (TARs), Tender Award Recommendation Forms (TARFs) and Chief Executive's Order for Main Contract. • Final Business Case. • Phase 5 TII Gate Review Statement.
Approving Authority Approval Gate 3 (Approval to Award Contract)	
Phase 6 Construction and Implementation Administration and execution of the Main Contract in accordance with the design, specification, relevant standards and legislation.	
• Update Project Execution Plan (PEP). • Appointment of Project Supervisor Design Process (PSDP) and Project Supervisor Construction Stage (PSCS). • Undertake Contract Administration. • Update Construction Environmental Management Plan (CEMP). • Archaeological Monitoring. • Cost, Risk and Value Management. • Updated PAG deliverables, if necessary. • Review Contractor 'As-Built' Information. • Transfer Safety File to Contractor. • Certificate of Substantial Completion/Commencement of Defects Period. • Preparation of Final Account Report. • TII Gate Review confirming level of Project maturity reached.	• Updated Project Execution Plan (PEP). • Cost Management Manual Deliverables. • Phase 6 TII Gate Review Statement.

Processes	Deliverables
Phase 7 Close out and Review Complete all outstanding contractual and residual issues relating to the Project.	
• Handover of 'As-Built' documentation and Safety File to Contracting Authority. • Residual Environmental Works, if necessary. • Satisfactorily address defects during Defects Period. • Ensure Residual Network Works are completed. • Land Acquisition Summary Sheet. • Update to PAG deliverables. • Compilation of Project Lessons Learned Database. • Deposition of archaeological objects and archives with statutory authorities. • Preparation of Project Completion Report. • Undertaking of Ex-Post Evaluation. • TII Gate Review confirming level of Project maturity reached.	• Project Completion Report. • Cost Management Manual. Deliverables, including the Final. Outturn Cost and the Project Closeout Report. • Project Lessons Learned Register. • Ex-Post Evaluation. • Phase 7 TII Gate Review Statement.

Figure 5 Minor Project Phases, Processes and Deliverables