Ashgrove & Pell Studio (example)
PROJECT OFFICE



PROJECT STATUS REPORT

No. 06

Marrowick Central Library Refurbishment

June 2026

Status at 30 Jun 2026

WORK COMPLETE	BUDGET SPENT	NEXT MILESTONE
58.2%	$2.81M	23 Jul 2026

ON TRACK
OVERALL STATUS

CLIENT	PREPARED BY	ISSUED
Marrowick Borough Council (example)	Ashgrove & Pell Studio (example)	03 Jul 2026

Example report. The project, the organisations and every figure are invented.

01

Executive summary

OVERALL STATUS	SCOPE	SCHEDULE	BUDGET	RISK
On track	On track	At risk	On track	At risk
	No changes open	Two weeks late	Within tolerance	Three rated high

The refurbishment is 58.2% complete against a plan of 61.4%. The structure is finished and the building services are well advanced; the roof is the one item holding the programme back.

WORK COMPLETE	BUDGET SPENT	NEXT MILESTONE	OPEN RISKS
58.2%	$2.81M	23 days	14
Planned 61.4%	of $4.80M · planned $2.95M	Roof watertight, 23 Jul 2026	3 rated high

Wet weather in May delayed the roof insulation. The watertight milestone moves to 23 Jul 2026 and practical completion to 25 Sep 2026, 14 days after the baseline. The public reopening in October keeps 10 days of float. Cost is forecast at $4.86M, 1.2% against the approved budget, and no draw on contingency is requested this period.

Work packages by status

48 packages



Achieved in June

- Masonry repair and repointing finished on time.
- Electrical mains energised two days early.
- Partitions and wall linings reached 80%.
- Off-site joinery for the reading desks started.

Planned for July

- Make the building watertight by 23 July.
- Finish first fix of the building services.
- Start floor finishes and archive shelving.
- Go live with the migrated catalogue system.

DECISIONS NEEDED FROM THE CLIENT

Details in section 05

D-1	Approve a second crew for the roof covering.	By 03 Jul 2026
D-2	Confirm option B for the archive store shelving layout.	By 10 Jul 2026
D-3	Accept the revised practical completion date.	By 17 Jul 2026

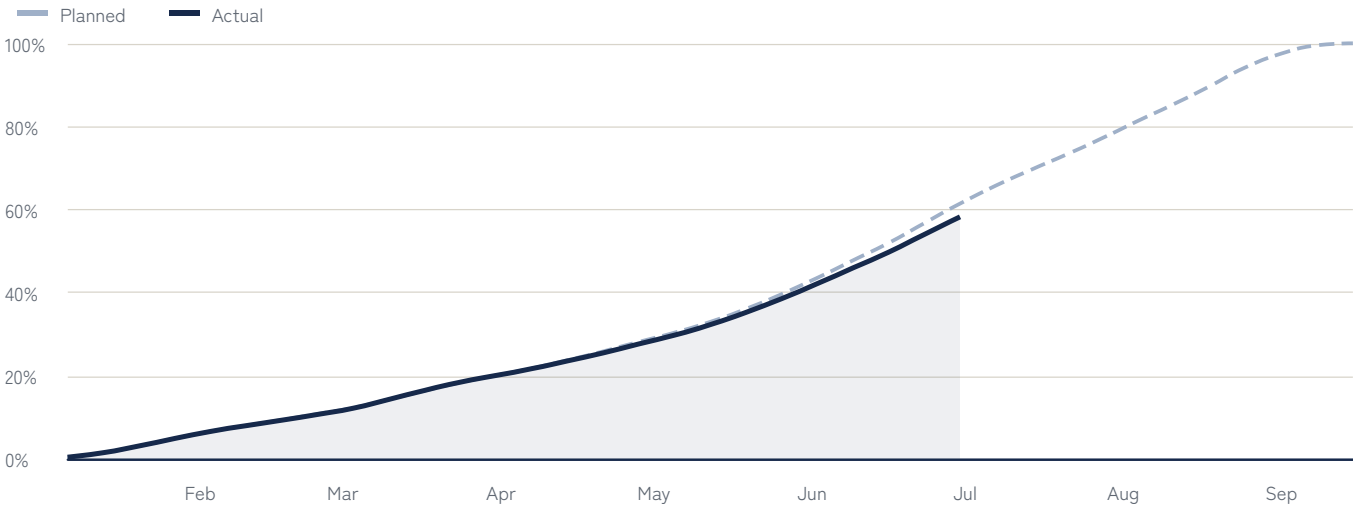
02

Schedule

PLANNED PROGRESS	ACTUAL PROGRESS	SCHEDULE INDEX	COMPLETION
61.4%	58.2%	0.95	25 Sep 2026
Baseline at the status date	-3.2 pts against plan	Earned over planned value	14 d against 11 Sep 2026

Cumulative progress

Share of budgeted work complete, by week



Milestones

Forecast or achieved date; variance in calendar days, late is positive

NO.	MILESTONE	BASELINE	FORECAST	VARIANCE	STATUS
M01	Site possession	05 Jan 2026	05 Jan 2026	0 d	Achieved
M02	Collection decant complete	06 Feb 2026	06 Feb 2026	0 d	Achieved
M03	Strip-out complete	27 Feb 2026	25 Feb 2026	-2 d	Achieved
M04	Underpinning signed off	20 Mar 2026	24 Mar 2026	4 d	Achieved
M05	Mezzanine frame complete	17 Apr 2026	17 Apr 2026	0 d	Achieved
M06	Electrical mains energised	05 Jun 2026	03 Jun 2026	-2 d	Achieved
M07	**Roof watertight**	**10 Jul 2026**	**23 Jul 2026**	13 d	Late
M08	Services first fix complete	17 Jul 2026	24 Jul 2026	7 d	At risk
M09	Fit-out complete	28 Aug 2026	04 Sep 2026	7 d	At risk
M10	Practical completion	11 Sep 2026	25 Sep 2026	14 d	At risk
M11	Public reopening	05 Oct 2026	05 Oct 2026	0 d	On track

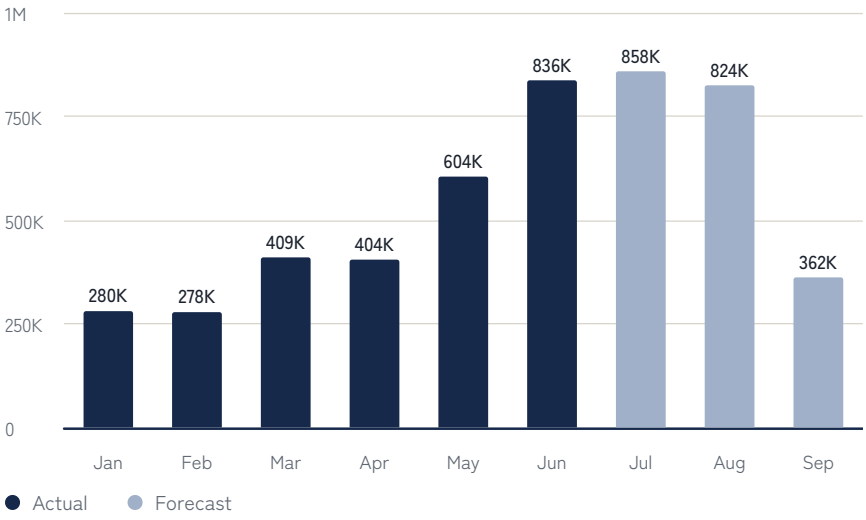
03

Budget

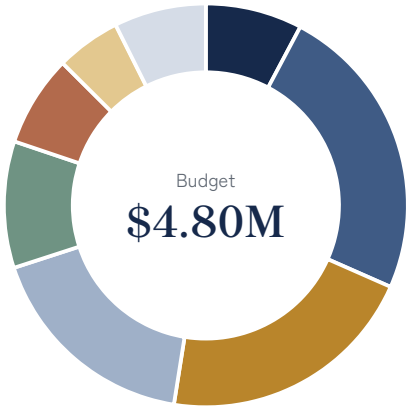
APPROVED BUDGET	SPENT TO DATE	FORECAST COST	COST INDEX
$4.80M	$2.81M	$4.86M	0.99
Eight cost categories	58.6% of the budget	1.2% against budget	Earned over actual cost

Spend by month

US dollars



Budget by category



Cost by category

US dollars; a positive variance is over budget

CATEGORY	BUDGET	ACTUAL TO DATE	FORECAST	VARIANCE	%
Enabling works	372,000.00	375,168.35	375,168.35	3,168.35	0.9%
Structure and envelope	1,146,000.00	1,011,076.10	1,161,137.10	15,137.10	1.3%
Building services	1,004,000.00	702,069.28	1,023,339.28	19,339.28	1.9%
Interior fit-out	838,000.00	232,983.73	842,173.73	4,173.73	0.5%
Collections and furniture	486,000.00	11,750.35	486,824.35	824.35	0.2%
Digital and audio-visual	352,000.00	128,683.06	357,923.06	5,923.06	1.7%
External works	248,000.00	144,736.45	255,654.45	7,654.45	3.1%
Management and close-out	354,000.00	205,494.41	353,516.41	-483.59	-0.1%
Total	**4,800,000.00**	**2,811,961.73**	**4,855,736.73**	**55,736.73**	**1.2%**

Forecast is the cost to date plus the estimate to complete each work package. The roof and the heating plant carry most of the overrun; packages not yet started are held at budget.

04

Work package register

48 work packages in eight groups, with budgets in US dollars. Done is the share of budgeted work complete at the status date.

A group row carries the dates, the budget and the progress of its packages.

Grey rows have not started.

CODE	WORK PACKAGE	START	FINISH	BUDGET	DONE	STATUS
A	**Enabling works**	**05 Jan 2026**	**27 Feb 2026**	**372,000**	**100%**	
A1	Site establishment and hoarding	05 Jan 2026	23 Jan 2026	48,000	100%	Complete
A2	Collection decant to temporary store	05 Jan 2026	06 Feb 2026	86,000	100%	Complete
A3	Asbestos survey and removal	12 Jan 2026	13 Feb 2026	94,000	100%	Complete
A4	Soft strip of reading rooms	26 Jan 2026	27 Feb 2026	72,000	100%	Complete
A5	Temporary services diversion	19 Jan 2026	06 Feb 2026	41,000	100%	Complete
A6	Protection of heritage features	12 Jan 2026	30 Jan 2026	31,000	100%	Complete
B	**Structure and envelope**	**09 Feb 2026**	**17 Jul 2026**	**1,146,000**	**88%**	
B1	Foundation underpinning, east wing	09 Feb 2026	20 Mar 2026	212,000	100%	Complete
B2	Steel frame to mezzanine	02 Mar 2026	17 Apr 2026	268,000	100%	Complete
B3	Floor slab repairs	16 Mar 2026	24 Apr 2026	97,000	100%	Complete
B4	Masonry repair and repointing	23 Mar 2026	12 Jun 2026	143,000	100%	Complete
B5	Roof structure and insulation	13 Apr 2026	10 Jul 2026	236,000	80%	Late
B6	Rooflights and curtain glazing	11 May 2026	17 Jul 2026	190,000	55%	In progress
C	**Building services**	**20 Apr 2026**	**14 Aug 2026**	**1,004,000**	**69%**	
C1	Heating and ventilation plant	20 Apr 2026	26 Jun 2026	284,000	90%	Late
C2	Ductwork distribution	04 May 2026	10 Jul 2026	162,000	75%	In progress
C3	Electrical mains and switchgear	20 Apr 2026	05 Jun 2026	148,000	100%	Complete
C4	Lighting and emergency lighting	01 Jun 2026	07 Aug 2026	176,000	45%	In progress
C5	Plumbing and sanitary installations	18 May 2026	17 Jul 2026	121,000	60%	In progress
C6	Fire detection and alarm	15 Jun 2026	14 Aug 2026	113,000	15%	In progress
D	**Interior fit-out**	**18 May 2026**	**28 Aug 2026**	**838,000**	**27%**	
D1	Partitions and wall linings	18 May 2026	03 Jul 2026	126,000	80%	In progress
D2	Ceilings and acoustic panels	15 Jun 2026	31 Jul 2026	142,000	35%	In progress
D3	Joinery and reading desks	22 Jun 2026	21 Aug 2026	214,000	15%	In progress
D4	Floor finishes	20 Jul 2026	21 Aug 2026	158,000	0%	Not started

Complete · In progress · Late · Not started

CODE	WORK PACKAGE	START	FINISH	BUDGET	DONE	STATUS
D	**Interior fit-out**	**18 May 2026**	**28 Aug 2026**	**838,000**	**27%**	
D5	Decoration	27 Jul 2026	28 Aug 2026	84,000	0%	Not started
D6	Main stair and balustrade	08 Jun 2026	24 Jul 2026	114,000	40%	In progress
E	**Collections and furniture**	**01 Jun 2026**	**11 Sep 2026**	**486,000**	**2%**	
E1	Shelving, main hall	03 Aug 2026	28 Aug 2026	152,000	0%	Not started
E2	Shelving, archive store	13 Jul 2026	07 Aug 2026	88,000	0%	Not started
E3	Loose furniture	17 Aug 2026	04 Sep 2026	96,000	0%	Not started
E4	Children's library fit-out	10 Aug 2026	04 Sep 2026	74,000	0%	Not started
E5	Signage and wayfinding	01 Jun 2026	04 Sep 2026	38,000	30%	In progress
E6	Collection return and reshelving	31 Aug 2026	11 Sep 2026	38,000	0%	Not started
F	**Digital and audio-visual**	**02 Mar 2026**	**04 Sep 2026**	**352,000**	**36%**	
F1	Data cabling and comms room	25 May 2026	10 Jul 2026	92,000	80%	In progress
F2	Wi-Fi and network equipment	13 Jul 2026	07 Aug 2026	54,000	0%	Not started
F3	Self-service kiosks	17 Aug 2026	04 Sep 2026	61,000	0%	Not started
F4	Catalogue system migration	02 Mar 2026	26 Jun 2026	68,000	80%	Late
F5	Audio-visual for event space	03 Aug 2026	28 Aug 2026	45,000	0%	Not started
F6	Security and access control	20 Jul 2026	21 Aug 2026	32,000	0%	Not started
G	**External works**	**16 Feb 2026**	**04 Sep 2026**	**248,000**	**56%**	
G1	Entrance ramp and steps	06 Apr 2026	29 May 2026	64,000	100%	Complete
G2	Paving and forecourt	01 Jun 2026	17 Jul 2026	58,000	60%	In progress
G3	Cycle parking	27 Jul 2026	07 Aug 2026	14,000	0%	Not started
G4	Planting and reading garden	10 Aug 2026	04 Sep 2026	46,000	0%	Not started
G5	External lighting	06 Jul 2026	31 Jul 2026	27,000	0%	Not started
G6	Drainage connections	16 Feb 2026	27 Mar 2026	39,000	100%	Complete
H	**Management and close-out**	**05 Jan 2026**	**11 Sep 2026**	**354,000**	**59%**	
H1	Project management	05 Jan 2026	11 Sep 2026	132,000	70%	In progress
H2	Design team fees	05 Jan 2026	11 Sep 2026	118,000	85%	In progress
H3	Statutory approvals and inspections	05 Jan 2026	04 Sep 2026	24,000	60%	In progress
H4	Commissioning and testing	17 Aug 2026	04 Sep 2026	42,000	0%	Not started
H5	Staff training and handover	31 Aug 2026	11 Sep 2026	16,000	0%	Not started
H6	Snagging and defects	31 Aug 2026	11 Sep 2026	22,000	0%	Not started
	All work packages	**05 Jan 2026**	**11 Sep 2026**	**4,800,000**	**58%**	

Complete · In progress · Late · Not started

05

Risks, decisions and sign-off

Top risks

14 open, 3 rated high

NO.	RISK AND RESPONSE	RATING	OWNER	REVIEW BY
R-03	Further wet weather delays the roof covering Temporary sheeting in place; second roofing crew from 6 July	High	Site manager	23 Jul 2026
R-07	Curtain glazing units delivered late Weekly factory calls; delivery split into two batches	High	Envelope lead	10 Jul 2026
R-11	Catalogue migration finds data errors late Second trial migration; freeze on new records	High	Digital lead	17 Jul 2026
R-12	Joinery lead time longer than programmed Shop drawings approved early; weekly progress photos	Medium	Fit-out lead	31 Jul 2026
R-15	Commissioning overlaps with the collection return Zone-by-zone handover plan agreed with the library	Medium	Services lead	14 Aug 2026

Next steps

- Issue the revised programme to the project board.
  Project manager · 03 Jul 2026
- Mobilise the second roofing crew.
  Site manager · 06 Jul 2026
- Run the second trial migration of the catalogue.
  Digital lead · 10 Jul 2026
- Inspect the first batch of curtain glazing at the factory.
  Envelope lead · 10 Jul 2026
- Agree the zone-by-zone handover plan.
  Services lead · 17 Jul 2026

Decisions needed

D-1 — By 03 Jul 2026
Approve a second crew for the roof covering.
Client sponsor

D-2 — By 10 Jul 2026
Confirm option B for the archive store shelving layout.
Head of library

D-3 — By 17 Jul 2026
Accept the revised practical completion date.
Project board

Sign-off

This report was reviewed and accepted by

Project director
Ashgrove & Pell Studio (example)
DATE

Client sponsor
Marrowick Borough Council (example)
DATE

Cost consultant
Independent review
DATE