

Additional work principles

All proposals for additional / commercial work must satisfy the following principles:

1. **Mission:** We are satisfied that this work is compatible with our mission or is incidental to it; in other words, there is a clear 'user dividend'.
2. **Priorities and impact:** We are satisfied that this work is deliverable and has no negative impact on other core or additional work.
3. **Capacity and resources:** We are satisfied we have sufficient finance, staff resource and management capacity to deliver this work.
4. **Skill Set:** We are satisfied we have the appropriate skill set(s) and knowledge base to deliver this work.
5. **Governance:** The new work sits within whatever guidance the board has issued OR the board have been consulted on, and agreed, an exception.
6. **Stakeholders:** We are satisfied that this work will cause no concerns for other stakeholders, in particular the DfT, either in terms of us accepting it - or of its results or consequences, insofar as we are able to tell.
7. **Risk:** The work sits within the risk appetite the board has established.
8. **Reputation:** We are satisfied that this work will have no negative impact on our reputation or our brand, irrespective of its conclusions or results.
9. **Effective business processes and transparency:**
 - We are satisfied that the work has been priced appropriately, including the required margin;
 - The work will be subject to whatever quality control processes have been agreed;
 - If an intermediary is the primary client, the identity of the ultimate client is known;
 - Management team have had the opportunity to review, comment on and approve the work in line with its delegation from the board;
 - The work has been signed off by the Board or, in exceptional circumstances, the Chair, Chief Executive and / or Resources Director;
10. **Publication**
 - There is an explicit understanding with the client that deliverables of the work which may reasonably be judged to have been realised by public funds will be published; any deliverables funded entirely by a client which does not want publication must be subject to commercially confidential contractual provisions.