

Where the margin is, and where it is heading

The Gauge reads the dial. It takes the reconciled data from The Feed and reports the blended margin, the spread across the eight contracts, and the forecast at completion. It answers three questions the board asks every month: where is the margin now, where is it heading, and which contracts are pulling it down.

CLIENT	PORTFOLIO	BLENDED MARGIN
Meridian M&E Ltd	8 contracts · £14.2m	21.4% · target 22.0%
PERIOD	PREPARED BY	REFERENCE
April 2026 · Month 7	BuiltAI Intelligence Ltd	MER-MC-S02

Illustrative example: fictional project and parties.

21.4%	22.0%	18.1%	£14.08m
Blended margin this period	Portfolio margin target	Kingsferry, the lowest contract	Forecast final account

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PURPOSE

Read the dial, name the movers

The Gauge turns the reconciled dataset into a margin posture. It reports earned value against cost incurred, the blended rate against target, and the forecast at completion. Just as important, it names the contracts moving the dial, because a blended rate hides as much as it shows. A healthy 21.4% average can still carry a contract bleeding four points below target.

02

READING

The reading this month

Blended margin is 21.4% against a 22.0% target, 0.6 points short. The spread is wide: Crestfield Phase 2 leads at 23.2% and Kingsferry Crossing trails at 18.1%, a full 3.9 points below target. Five of the eight contracts are at or above target; three sit below it, and they are the same three that carry the aged WIP.



03

FORECAST

Where it is heading

The Gauge carries the reading forward to a forecast final account of £14.08m against the £14.2m current value: a prudent outturn that discounts part of the variation pipeline and provides against the invoice blockers still to clear. The trajectory is upward for the first time in three periods, but it is event-driven. Holding it depends on recovering Kingsferry, which alone moves the portfolio more than the other seven contracts combined.

04

FEEDS

What The Gauge hands on

The Gauge produces the Monthly Margin Snapshot and the Forecast vs Actual, and it sets the agenda for The Drain by naming the contracts to work. The margin gap it measures, 0.6 points, becomes the recovery target that the remaining stages exist to close.

ONE DIAL, EIGHT CONTRACTS

The blended rate is only ever a starting point. The Gauge always reports it alongside the spread, because a portfolio at target on average can still hide a contract four points below it. Naming the movers is what turns a number into an action for the stages that follow.