Introduction

This guidance has been produced to support the completion of monthly reporting for all projects at UCL estates.

If you have any feedback please email Estates Portfolio Services.

Timescales for 2016 to submit data

<table>
<thead>
<tr>
<th>MONTH</th>
<th>REPORTING CLOSURE DATE</th>
<th>PSO REPORT PREPARATION</th>
<th>CHAIR OF PROGRAMME BOARD SIGN OFF REPORT</th>
<th>CIRCULATION OF PAPERS</th>
<th>MEETING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mar-16</td>
<td>1-Apr</td>
<td>4-Apr – 6-Apr</td>
<td>7-Apr</td>
<td>7-Apr</td>
<td>11-Apr</td>
</tr>
<tr>
<td>Apr-16</td>
<td>29-Apr</td>
<td>2-May – 4-May</td>
<td>5-May</td>
<td>5-May</td>
<td>9-May</td>
</tr>
<tr>
<td>May-16</td>
<td>3-Jun</td>
<td>6-Jun – 8-Jun</td>
<td>8-Jun</td>
<td>8-Jun</td>
<td>13-Jun</td>
</tr>
<tr>
<td>Jun-16</td>
<td>1-Jul</td>
<td>4-Jul – 6-Jul</td>
<td>7-Jul</td>
<td>7-Jul</td>
<td>11-Jul</td>
</tr>
<tr>
<td>Jul-16</td>
<td>29-Jul</td>
<td>1-Aug – 3-Aug</td>
<td>4-Aug</td>
<td>4-Aug</td>
<td>8-Aug</td>
</tr>
<tr>
<td>Aug-16</td>
<td>2-Sept</td>
<td>5-Sept- 7-Sept</td>
<td>8-Sept</td>
<td>8-Sept</td>
<td>12-Sept</td>
</tr>
</tbody>
</table>
Contents

1.0 Highlight Report
2.0 Cashflow
3.0 Exception Report
4.0 Risk Register
5.0 Lessons Learned
1.0 Highlight report – To be completed by either the external PM or by the UPO.

**Date** – a drop down tab for the date, this will need to be changed to reflect the current reporting period for which the highlight report is being completed.

1.1 Project information

1. **Project title** – this should reflect the name as stated in the business case.

2. **Unique Project reference** – this number will be created by the PMO and provided at the outset of the project.

3. **Project Sponsor** – sponsor for the project.

4. **Building Name** – name of the building, please use the building register. (Insert building number if unsure) [https://www.ucl.ac.uk/estates/space/buildings/](https://www.ucl.ac.uk/estates/space/buildings/)

5. **Strategy Manager** – name of strategy manager.

6. **Building number** – number of the building, please use the building register [https://www.ucl.ac.uk/estates/space/buildings/](https://www.ucl.ac.uk/estates/space/buildings/)

7. **UCL Project Officer (UPO)** – this should be the internal UCL UPO.

8. **Programme Alignment** – what programme does the project form part of i.e. SMP/Capital Programme etc (Drop down box).

9. **Project GIA** – the GIA (Gross Internal Area), confirm the total GIA for the project (this may be n/a).

10. **Current Stage** – select the RIBA stage for the project, note you can only change this once the project has been through formal stage gate approval process. (Drop down box)

11. **Project Manager** – name of the external PM (if appointed)

12. **Contractor Name** – once appointed, name of main contractor.

13. **School / Facility** – name of school the project is aligned.

Please note all information held within the previous reports have been transferred over for these sections. – 01/02/16
1.2 Latest Approvals

**Committee** – name of committee i.e. PRG, Finance committee.

**Forecast Date** – date project was approved.

**Actual Date** – the actual spend on the project.

**Amount Approved** – The amount approved at the committee.

<table>
<thead>
<tr>
<th>Committee</th>
<th>Forecast Date</th>
<th>Actual Date</th>
<th>Amount Approved</th>
</tr>
</thead>
</table>

PMO will update as your project obtains approval.

1.3 Management Summary / RAG Status

1. **Programme** – In your professional opinion, please provide an overall ‘RAG Status’ for the programme.

2. **Cost** – In your professional opinion, please provide an overall ‘RAG Status’ for all costs.

3. **Risks** – In your professional opinion, please provide an overall ‘RAG Status’ for risks.

4. **Overall RAG Status** – In your professional opinion, please provide an overall ‘RAG Status’ for the programme.

5. **Previous Months** – (Drop down box red, amber, green)

6. **Current Months** – (Drop down box red, amber, green)

7. **Next Months** – (Drop down box red, amber, green)

|---------------------------------|--------------|--------|---------|----------------------|------------------|----------------|-------------|

RAG Parameters

**RED Status**
The programme board should be notified using the highlight report.

There are significant issues with the project. The project requires corrective action to meet business objectives. The issue cannot be handled solely by the project team. One or more aspects of the project viability — time, cost, scope — exceed the tolerances set by the project board.
The matter should be escalated to the programme board.

**AMBER Status**
The programme board should be notified using the highlight report.

Action is being taken to resolve the problem or to support a decision to be made. One or more aspect of project viability — time, cost, scope — is at risk. However, the deviation from plan is within tolerances as agreed by the project board.

**The problem could have a negative effect on project performance but is being assessed and/or actioned.**

**Green Status**
The programme board should be notified using the highlight report.

Green status should be given where there has been no change to the original planned dates or approved budget as per the approved Business Case dates and budgets.

1.4 **Executive Summary**
A brief and concise update on the project, avoid repeating on any previous activity or issues i.e. this project was previously approved at PRG and has passed stage gate 1, 2 and 3 etc. The narrative needs to be suitable for senior management and board level review.

1.5 **Project Phases**
In the top line you need to input the baseline dates for the totality of the project.

In the bottom line you need to input the forecast / actual date for the totality of the project.

**Enabling works Start on Site** – start date for enabling works for total project, (dd/mm/yy)

**Enabling Works Completion** – completion date for enabling works for total project, (dd/mm/yy).

**Main Works Start On Site** – start date for main works on site for total project, (dd/mm/yy).

**Practical Completion** – completion date main works for total project, (dd/mm/yy).

**Handover To Client** – date of handover for total project, (dd/mm/yy).

**Phases 1-5** – Detail individual phases contained within project.

**Baseline** – Baseline date as per business case or subsequent re-baseline that have been approved by a programme board at UCL.
Actual / Forecast – Actual / Forecast date for relevant phase.

1.6 Finance

This section has been updated by the PMO. Subsequent financial approvals will need to be updated.

Latest Approved Budget (LAB) – Latest approved budget figure.

Anticipated Final Cost (AFC) – Anticipated final cost figure. This is automatically updated from the Cashflow.

Actuals (Cost to date) – Please note your latest cost to date and commitment reports are saved in your project folders. These will be provided by the PMO from MyFinance (UCL internal finance system), on the third Wednesday of each month. This is automatically updated from the Cashflow.

1.7 Key Achievements

List any key achievements or activities that have taken place within the reporting period. These will be used to help promote good news and successful achievements in estates and UCL.

1.8 Health and Safety

1. Cumulative Accident Frequency Rate = number of Reportable incidents x the total number of hours worked / 100,000 – The number of reported incidents by the number of hours worked that month.
2. **Number of reported incidents for the month (includes hazards observations, RIDDORS, accidents etc.)** – Total number of reported incidents for the project in the reporting month.

3. **Considerate Contractors Score** – This requires the principle contractor to register with the Considerate Constructor Scheme [https://www.ccscheme.org.uk/](https://www.ccscheme.org.uk/). Generally this will be applicable to most projects, with the exception of projects under 6 weeks in duration and where BSU’s are involved.

4. **Percentage of management staff (including subcontractors) with CITB** – Up to date number of management staff with CITB (Construction Industry Training Board)

5. **Vulnerable road users protection** - % of compliant vehicles across supply chain attending UCL. (FORS / CLOCS) – % of vehicles across the supply chain that are FORS / CLOCS compliant.

6. **Number of tool box talks given** – Total number of tool box talks given. (Short presentations on a single aspect of health and safety.)

1.9 **Sustainability**

This information should by supplied by the external PM or main contractor. If you have any issues please contact the safety team.

1. **Environmental Assessment Method** – Please confirm whether BREEAM, SKA or Mini-SKA are being used to assess this project. (Drop down box)

2. **BREEAM/ SKA target rating (e.g. Excellent / Gold)** – Your targeted BREEAM / SKA rating for that reporting month.

3. **Carbon Impact Projection (+/- tonnes of carbon/year in operation)** – Please enter the outputs from the UCL Carbon Appraisal Tool. This is applicable to all projects which will impact building energy consumption (i.e. through changes to mechanical & electrical equipment or external building envelope).

4. **Environmental Incidents in month (summarise here and provide any details separately)** – Examples include pollution to air, water or land; incidents relating to public health risk; significant impact/ damage to property; ecological damage; and other unforeseen incidents likely to have a significant adverse effect on university activities.
5. **BREEAM/ SKA progress** – Where an assessment is being carried out, please indicate whether it is ‘on target’, ‘behind schedule’, or ‘at risk’. Initial workshop/report needs to be completed during RIBA Stage 1 at the latest. As a general rule, design stage assessments should be significantly progressed during detailed design stages (i.e. by RIBA Stage 4) and completed during initial construction phase (dependent on contract type). Late engagement with BREEAM or SKA will compromise the benefits of the process and means that opportunities for cost effective measures can be lost. For BREEAM assessments, please provide the current achieved score.

6. **Current achieved Score (%) (BREEAM Only)** – Your latest BREEAM % score for that reporting month.

If you have any issues please contact the safety team.

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### 2.0 Cashflow

This information is to be updated by the UCL project officer.

**Professional Fee’s** – List all supplier names, order value and AFC costs that relate to professional fees.

**Main Contractor** – List all supplier names, order value and AFC costs that relate to the main contractors for the project.

**FFE** – List all supplier names, order value and AFC costs that related to FFE.

**Enabling Works** – List all supplier names, order value and AFC costs related to enabling works.

**ISD Costs** – List all budgets that have been approved for UCL ISD, inc staff costs and works.

**Staff Capitalisation** – List all budgets relating to staff capitalisation costs. Estimated costs can be provided by finance.

**Other** – List all fees that relate to any other costs for this project.

**Forecast** – The forecasted fee for the relevant supplier, in relation to the fee i.e. Professional Fees, Main Contractor etc.

**Monthly Forecast (black font)** – based on the cash profile / order value, by month indicating forecast level on spend.
**Monthly Paid (blue font)** – your actual ‘paid’ spend for the current reporting month in supplier order. This information will be provided by the PMO in the form of a finance report from My Finance (Axiom) which will be saved in the relevant project folder.

**Contingency A Design** – Total value as per the business case to be added in order value section.

**Contingency B Construction** – Total value as per the business case to be added in order value section.

**Contingency C Client** – Total value as per the business case to be added in order value section.

**Forecast information where available to be added. Paid to be updated as spent.**

### 3.0 Exception Report

**Project Title** – this should reflect the name this should reflect the name as stated in the business case.

**Project Sponsor** – This information is automatically populated from the master highlight page.

**Approved Budget** – This information is automatically populated from the master highlight page.

**Current Budget** – This information is automatically populated from the master highlight page.

**Project Manager** – This information is automatically populated from the master highlight page.

**UCL Project Officer (UPO)** – This information is automatically populated from the master highlight page.

**Unique Project Ref No** – This information is automatically populated from the master highlight page.

**Status Reported** – Reported status (red)

**Explanation** – Concise background to the exception and a description of the current issue and potential impacts. Ensure all mitigation that has been considered is included.

**All previous approved exception reports** – List all submitted exception reports for that project with dates, and details of outcome.

**Impact on costs, timings, quality, scope, risks or benefits** – Clear indication of the impact it will have on cost, timings, quality, scope, risks or benefits, and what this report is requesting e.g. the original approved budget and agreed timescales.

**Does this impact on other projects or operational areas?** – Concise description of real or potential impact on other projects or operational areas. List any interdependencies that may be impacted.
What course(s) of action have been considered to resolve this issue? – Explain the options considered to resolve the issue and why you chose these options.

What requires approval? – State clearly what this report is asking to be approved.

Does the project board and delegated representative support this request? – Select Yes if the project board supports the request. Select No if the project board have rejected the request.

Programme board decision and comment – Programme board comments and actions to be added. (Post meeting, all programme board actions and comments will be communicated to the relevant teams)

* This report will only be used for any projects reporting a red status.

4.0 Risk Register

Unique Project Reference – This information is automatically populated from the master highlight page.

Project Title – This information is automatically populated from the master highlight page.

Building Name – This information is automatically populated from the master highlight page.

UCL Project Officer (UPO) – This information is automatically populated from the master highlight page.

Risk No – 1, 2, 3, 4, 5 etc.

Risk Name – Name of the risk.

Risk Owner – Name of owner of risk.

Impact (Inherent risk) – Inherent risk is pre mitigation.

Likelihood (Inherent risk) – Inherent risk is pre mitigation.
**Status (Inherent risk)** – Current status of the inherited risk.

**Cost (Inherent risk)** – The cost of the inherited risk.

**Summary of controls in place / Mitigated actions** – A concise list of actions and controls that are put in place, and any mitigated actions.

**Current Residual Risk** – Current risk is post mitigation.

**Impact** – Current risk is post mitigation.

**Likelihood** – Current risk is post mitigation.

**Status** – Current status of the inherited risk, and the status of the current risk.

**Cost** – The cost of the inherited risk, and the cost of the current risk.

**Residual risk change**

↑ = Risk has increased.

↓ = Risk has decreased.

− = Risk has stayed the same.

**Date of last review** – The date the risk was last reviewed.

**Date of next review** – The date of the next review.

**Notes** – Any additional comments or notes regarding the risk that may be beneficial.

**5.0 Lessons Learned**

**Project Title** – This information is automatically populated from the master highlight page.

**Unique Project Reference Number** – This information is automatically populated from the master highlight page.

**UCL Project Officer (UPO)** – This information is automatically populated from the master highlight page.

**Month** – month of report

**Category Of Lesson Learned** – Insert category e.g. communication, reputation, customer.

**Lessons Learned Title** – The main heading of the lesson learnt

**Description of Issue** – A concise description of what was learnt. (Positive and negative)

**Date Added** – The date the lesson learnt occurred.
Impact of Problem / Success – The negative / positive impact the lesson has had on the project.

Specific Action Taken – A concise description of the action taken.

Location – The location where this occurred. Please provide building name, department, floor, room etc.

Do Different Next Time – A description of what could be done next time to prevent any negative impacts from happening, or what can be repeated if the lesson learnt had a **positive** impact.

<table>
<thead>
<tr>
<th>Lessons Learned Register</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Title</td>
<td></td>
</tr>
<tr>
<td>Unique Project Id No</td>
<td></td>
</tr>
<tr>
<td>UCL Project Officer (APC)</td>
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<tr>
<td>Date Event</td>
<td></td>
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<tr>
<td>Description / Issue</td>
<td></td>
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<tr>
<td>Impact of Problem / Success</td>
<td></td>
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<tr>
<td>Specific Action Taken</td>
<td></td>
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<td>Location</td>
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<td>Do Different Next Time</td>
<td></td>
</tr>
</tbody>
</table>

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**PMO Monthly Reporting Guidelines**

Owner: PMO

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February 2016

Issued for Approval