



UCL

# UCL Estates Portfolio Services Induction Pack – SMP Project Officers

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[www.ucl.ac.uk/estates/portfolio-services/](http://www.ucl.ac.uk/estates/portfolio-services/)

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# 1. Introduction

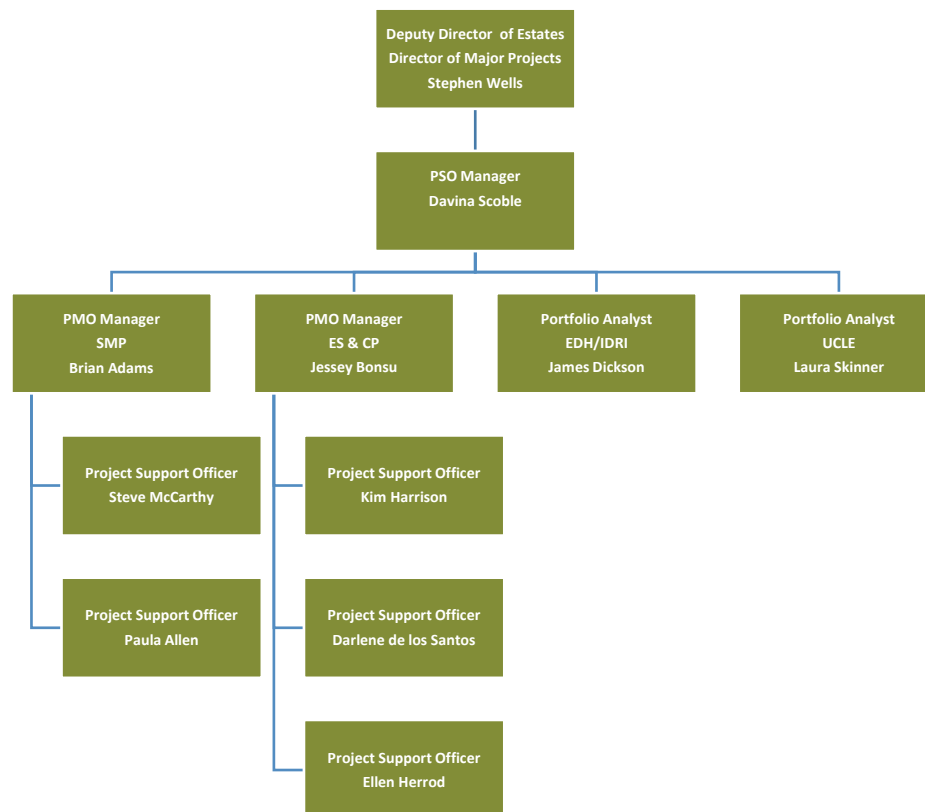
Project professionals in UCL Estates face exciting challenges in delivering an ever expanding projects portfolio. The Portfolio Services Office (PSO) is dedicated to supporting project and programme management teams in the delivery of Estates projects, programmes and activities and champion's best practice in project and programme management.

The PSO supports teams with project reporting and planning as well as risk and issue management; it assures project performance, develops and maintains best practice processes. The PSO champions best practice, skills development and professional practice. Our aims are to:

- Capture project information and report on all projects and programmes to increase **visibility** across the Estates portfolio
- Provide a structured approach to managing **interdependencies** across the Estates teams and wider UCL stakeholders
- **Standardise** the way UCL Estates plan and manage finance, risks & issues
- Champion **best practice** project and programme management as well as skills development across Estates

The purpose of the Portfolio Services team is to support and guide project managers in their day-to-day work of delivering projects, provide examples of good project and programme management practice as well as a reference point and repository of information about the Programme and the processes within it.

# 2. Meet the team



Portfolio Services Manager - Davina Scoble - ([d.scoble@ucl.ac.uk](mailto:d.scoble@ucl.ac.uk))

The **Portfolio Services Manager** is responsible for the day to day leadership of the Portfolio Services & Business Services function.

PMO Manager (SMP) – Brian Adams ([b.adams@ucl.ac.uk](mailto:b.adams@ucl.ac.uk))

PMO Manager (CP) – Jessey Bonsu ([jessey.bonsu@ucl.ac.uk](mailto:jessey.bonsu@ucl.ac.uk))

The **PMO Manager** is responsible for day to day operational performance of 1 of UCL Estates Programme Management Offices. The role supports the successful delivery of all projects within a programme through effective assurance, tracking and reporting. The PMO Manager will champion best practice in project management and process across the Estates teams including skills development and development of process where appropriate.

Portfolio Analyst (EDH/IDRI) – James Dickson ([j.c.dickson@ucl.ac.uk](mailto:j.c.dickson@ucl.ac.uk))

Portfolio Analyst (UCLE) – Laura Skinner ([l.skinner@ucl.ac.uk](mailto:l.skinner@ucl.ac.uk))

The **Portfolio Analyst** is responsible to the Major Projects Director for the Estates workstream of one of the large programmes within the Capital Programme. The Portfolio Analyst has day to day interaction with the delivery team for their respective project to ensure that ELT's strategic directional instructions are being achieved. The role will provide support/advice/parameters to ensure the successful delivery of projects within the programme. The Portfolio Analyst will champion best practice in project management and process across the Estates teams including skills development and undertake forensic review of MI across the project.

Project Support Officer (CP) – Darlene de los Santos ([darlene.santos@ucl.ac.uk](mailto:darlene.santos@ucl.ac.uk))

Project Support Officer (CP) – Ellen Herrod ([e.herrod@ucl.ac.uk](mailto:e.herrod@ucl.ac.uk))

Project Support Officer (CP) - Kimberley Harrison ([k.harrison@ucl.ac.uk](mailto:k.harrison@ucl.ac.uk))

Project Support Officer (SMP) – Steve McCarthy ([steven.mccarthy@ucl.ac.uk](mailto:steven.mccarthy@ucl.ac.uk))

Project Support Officer (BAU) - Paula Allen ([p.allen@ucl.ac.uk](mailto:p.allen@ucl.ac.uk))

The **Project Support Officer** role is to support project delivery staff at UCL Estates. The role focuses on the administration of projects and programmes. The PSO will facilitate project governance processes to ensure projects and programmes are properly managed to meet defined governance arrangements including approvals/stage-gate processes throughout the project lifecycle, customer and other stakeholder engagement, co-ordination across teams etc. The PSO will also provide secretariat support to Project Boards if an external PM is not appointed to the project. The role is not intended to remove responsibility for best practice project management from those professionals – but rather to support and facilitate.

### 3. Project procedures

The Project Procedures seek to provide a single source of guidance for staff managing construction based projects at UCL Estates. They are intended to provide high level information on the management of projects, if clarification is required, speak to any of the Portfolio Services team. They are the procedures that **MUST** be complied with to meet statutory regulations or UCL's own regulations (e.g. Financial Regulations laid down by UCL Council).

It also contains guidance on issues where the UCL Estates sets requirements to facilitate co-ordination across its many sections to facilitate future maintenance, operability and value for money. In places it will cross-reference information held elsewhere rather than repeat it verbatim.

The procedures are substantial however they are not intended to be bureaucratic but to ensure minimum standards and consistency.

The procedures can be located [here](#). All University Project Officers or anyone undertaking works at UCL are required to read and understand the procedures.

If you require further information, please speak to your Project Support Officer who will assist.

## 4. Financial regulations

The Financial regulations of UCL set out the responsibilities and policies for financial management and control within UCL. The purpose is to provide control over the totality of UCL's resources and provide management with assurance that the resources are being properly applied for the achievement of UCL's strategic plan. The financial objectives of UCL are:

- securing long-term financial sustainability and sustaining the level of capital investment necessary to achieve its academic objectives
- operating at the highest levels of efficiency, reducing overheads and eliminating waste
- providing effective control over the use of public funds
- ensuring that the University complies with all relevant legislation
- safeguarding the assets of the University

The regulations cover all financial matters, from minor purchases out of petty cash to major expenditure on building projects. They apply to UCL and all its subsidiary undertakings. In some areas, UCL has detailed financial and purchasing procedures which set out precisely how these regulations will be implemented and these should be followed in all instances.

Compliance with financial regulations and associated procedures is compulsory for all staff, students and visitors connected with the UCL. Failure to comply may result in disciplinary action. It is the responsibility of Senior Managers to ensure that their staff are made aware of the existence and content of UCL's financial regulations and understand and comply with them.

The Financial regulations have been authorised and approved by UCL's Council. The Director of Finance and Business Affairs (FD) will review them regularly to ensure that they remain up-to-date and effective. Changes to the Financial Regulations must be approved by Council or Finance Committee.

The regulations should be read by all UCL Estates staff who have budgetary responsibility. The latest regulations can be found [here](#).

## 5. Procurement

Procurement Services is part of the Finance and Business Affairs of UCL, dealing with the procurement of goods and services.

Its function is:

- to reduce the UCL administrative costs through continuous streamlining of the Procurement processes;
- to provide professional support to departments in all purchasing and related matters;
- to give specific guidance in certain product and service areas;
- to use the College's significant purchasing power to obtain best value for money;
- to take a lead role on all College-wide procurement initiatives;
- to promote and foster collaborative sustainable procurement across the HE sector to deliver better value for money and better services; and provide innovative ways to develop UCL's commercial and procurement capability;
- to follow all College procedures and compliance with other procedures and legal requirements, appertaining to sustainable procurement and to advise departments accordingly.

Procurement processes can be located within the project procedures. For procurement enquires, contact [procurement@ucl.ac.uk](mailto:procurement@ucl.ac.uk)

## 6. UCL Fire Safety Team

UCL fire safety team is led by Simon Cooke the Fire Safety Manager and his team of Fire Safety Officer's Keith Todd & Martin Combs, Fire Technician Mike Said.

The fire safety team as a key stakeholder in all new building, refurbishments and SMP projects must be consulted at all RIBA stages, to provide guidance on compliance with the UCL fire safety standards (Employer's Requirements), The Fire Safety Order 2005, Building Regulations (Fire Safety) and to consult with Architects / Designers, Fire Engineering Consultants and Building Control Officers (Local Authority & Approved Inspectors). They should be contacted via – [fire@ucl.ac.uk](mailto:fire@ucl.ac.uk) in the first place.

## 7. Monthly reporting

From RIBA Stage 1 all projects at UCL Estates are required to complete monthly reporting. Once an SMP project passes Stage Gate 5 it is not required to report.

Once a project is recorded the Project Support Officer will set up the master report.

At this stage the Project Officer is responsible for completion of the monthly reporting (highlight report, exception report (if red), cashflow forecast, risk and lesson learnt).

The UCL financial system is Axiom. Financial data in Axiom is considered 'Financial Truth'. The financial data in monthly reports should reflect Axiom.

It is imperative that the monthly reporting submission is an accurate position of the project status and does not contradict project board reporting.

If you would like further support to go through the reporting requirements, please email your PMO Manager ([portfolioservices@ucl.ac.uk](mailto:portfolioservices@ucl.ac.uk)) and arrange a further meeting.

## 8. Governance structure and committee cycle

All Estates projects obtain financial approval via the formal UCL Committees. The hierarchy of boards relevant to SMP Projects can be seen in **Graphic 1** below.

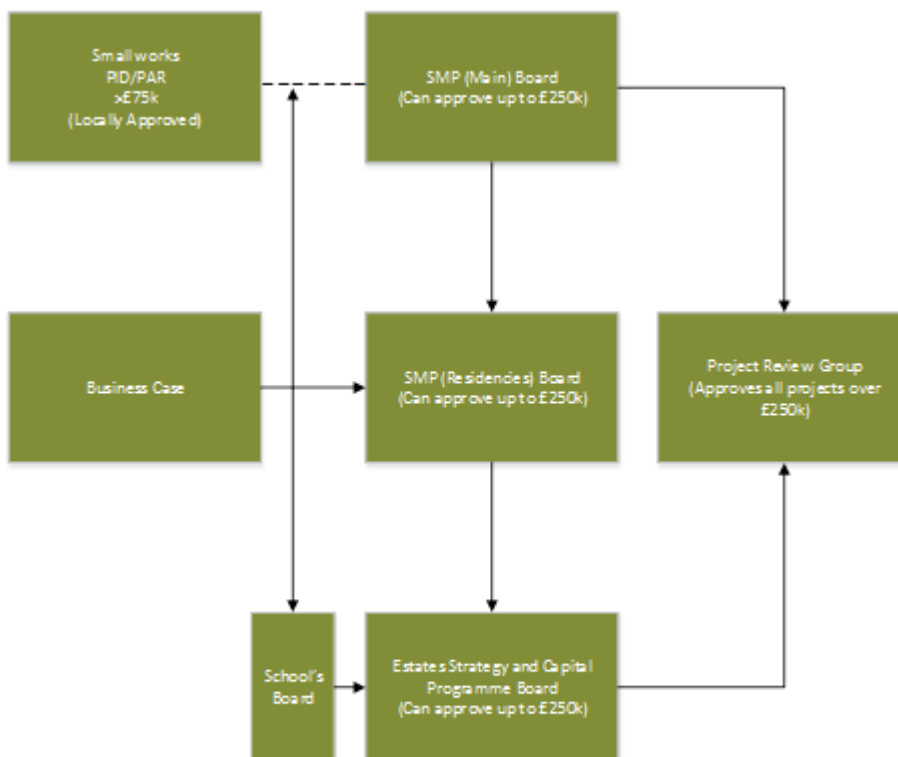
Committees meet at different times throughout the year. The key meetings for SMP Projects are SMP Board and PRG. The calendar of meetings can be located [here](#).

Capital projects will have further committee approvals, please consult with the PSO Team if you are directed to manage one of these projects.

SMP projects at UCL Estates must have a project board if they are of a value of £2m or greater. The SMP Board may require the establishment of a Board for projects of a lower value at its discretion. The frequency and membership of project boards can be changed to suit the requirements of your particular project.

Project boards will be held monthly, Ideally 1 week before or at the latest 3 days before the meeting a pre meeting should be held with the Project Sponsor who will chair the meeting to agree the agenda and the report that will be issued to members for discussion at the board meeting.

All project boards report into the Strategic Maintenance Programme Board that is chaired by the SMP Head of Service. The Board's Terms of Reference can be found [here](#).



Please note that if a paper is rejected then dependant on committee feedback you may be required to go back through the committee cycle or bring an updated paper back to that committee that has rejected in the first instance.

## 9. Templates

The Portfolio Services team have created a suite of project templates.

The templates are there for Project Officers to adapt to suit their individual project needs.

If you cannot locate a template or would like to suggest a new template that should be held, please email [portfolioservices@ucl.ac.uk](mailto:portfolioservices@ucl.ac.uk).

## 10. Key tasks during the lifecycle

	Sponsor	University Project Officer	External Project Manager	Professional Team	Project Board
<b>Stage Gate 1</b>					
Prepare Brief (including sustainability targets are stated)		X			
Start compiling Business Case	X	X (Estates section)		X (Provide input)	
Monthly reporting		X			
Set up Project Board		X			
Attend monthly Project Board	X (chair)	X	X	(If applicable)	X
Feasibility study		X			
Establish outline project programme		X (provide input)			
<b>Stage Gate 2</b>					
Finalise Business Case	X	X			
Define Procurement Strategy		X			
Update project programme		X			
Town planning applications (if applicable)		X			
Project Execution Plan			X		
Health & Safety strategy		X			
Procure Professional team		X			
Monthly reporting		X			
Attend monthly Project Board reviewing H&S, suitability, cost, programme performance)	X (chair)	X	X	(if applicable)	X
<b>Stage 3</b>					
Develop design		X	X	X	
Update project programme		X	X		
Update project documentation		X	X		
Agree change control procedures		X	X		
Monthly reporting		X			
Attend monthly Project Board reviewing H&S, suitability, cost, programme performance)	X (chair)	X	X	(if applicable)	X
<b>Stage Gate 4</b>					
Procurement activities (as agreed route)		X	X		
Update project programme		X	X		
Update project documentation		X	X		
Agree change control procedures		X	X		
Monthly reporting		X			
Attend monthly Project Board reviewing H&S, suitability, cost, programme performance)	X (chair)	X	X	(if applicable)	X
<b>Stage Gate 5</b>					
Site inspections		X	X		
Pre start meeting		X	X		



Design team meetings		X	X	X	
Contractor meetings		X	X	X	
Develop handover strategy		X	X		
Attend monthly Project Board reviewing H&S, suitability, cost, programme performance)	X (chair)	X	X	(if applicable)	X
<b>Stage Gate 6</b>					
Ensure smooth handover to client		X	X		
Conclude Building Contract			X		
Ensure "As Built" drawings issued to UCL			X		
<b>Stage Gate 7</b>					
Undertake Defects inspection			X		
Release retention payment		X		X	

Note: Currently SMP projects are not required to pass Stage Gate 3, however these projects will naturally pass through a Design Stage so this has been included.

## 11. Project Officer training

At ULC Estates Safety of Students, Staff and Visitors is our number one priority. All Project staff are required to complete all mandatory Safety modules.

Please ensure that you have completed all of the below modules:

Asbestos Awareness Briefing

Safety Rules for Contractors;

Construction Phase Plans;

Scaffold Standard;

Incidents and RiskNET;

Fire Safety for Construction;

Ska - Moodle Module

Staff Online Diversity Training

Moodle course – SKA HE

## 12. GLOSSARY OF TERMS

Term / Abbreviation	Description
Adjudication	<b>Adjudication</b>

	A form of dispute resolution used in the construction industry. The dispute is decided usually within 28 days by an adjudicator. The decision is binding unless challenged through litigation.
AI	<b>Architect's Instruction</b> A formal instruction to a constructor to change the work.
Appointment	<b>Appointment</b> A contract between a specialised advisor (e.g. architect, QS) and UCL.
AV	<b>Audio Visual</b> The equipment used to create and present work with both a sound and a visual component
BIM	<b>Building Information Modelling</b> A process involving the generation and management of digital representations of physical and functional characteristics of a facility. The resulting building information models become shared knowledge resources to support decision making about a facility from earliest conceptual stages, through design and construction, through its operational life and eventual demolition.
BIFM	<b>British Institute of Facilities Management</b> The British Institute of Facilities Management (BIFM) is the professional body for facilities management (FM). Founded in 1993, it promotes excellence in facilities management for the benefit of practitioners, the economy and society.
BoQ	<b>Bill of Quantities</b> A document used in tendering in the construction industry in which materials, parts, and labour (and their costs) are itemised, to enable a contractor to price the work for which they are bidding.
BREEAM	<b>Building Research Establishment Environmental Assessment Method</b> BREEAM addresses environmental and sustainability issues and enables developers, designers and building managers to demonstrate the environmental credentials of their buildings to clients, planners and other initial parties. BREEAM uses a scoring system that is transparent, flexible and evidence-based.
BSRIA	<b>Building Services Research and Information Association</b> Is a test, instruments, research and consultancy organisation, providing specialist services in construction and building services
Building Regulations	<b>Building Regulations</b> Statutory delegated legislation issued under the Building Act that sets legal minimum standards for safety and energy conservation.
CA	<b>Contract Administrator</b> The CA is the person that "manages" the contract on behalf of the client. For example they are responsible for issuing variations, if applicable, certifying payments and completion of the works
Council	<b>University Council</b> As UCL's governing body, the Council oversees the management and administration of UCL and the conduct of its affairs, subject to the advice of the Academic Board on matters of academic policy. Council approves UCL's mission and strategic vision and its long-term academic and business plans. Council delegates authority to the Provost, as chief executive, for the academic, corporate, financial, estate and human resources management of UCL. The Council normally meets six times each year. In addition, the Council holds an annual strategic away day, which is also attended by members of the Provost's SMT.

CAFM	<b>Computer Aided Facilities Management</b> The computer aided facilities management system used at UCL is FAMIS
CPSC	<b>Capital Projects Sub-Committee</b>
CDM Regulations	<b>Construction Design Management Regulations</b> The regulations place specific duties on clients, designers and contractors, to plan their approach to health and safety. They apply throughout the life of a construction project, from its inception to its subsequent final demolition and removal.
CHP	<b>Combined Heating &amp; Power</b> Combined heat and power (CHP) is the use of a heat engine (or power station) to simultaneously generate electricity and useful heat.
Contingency	This contingency is for significant unforeseen project or programme risks for example, exceptional contractor price inflation. It is <b>not intended</b> to be used to pay for project scope increases.
Consultant / External PM	<b>Consultant / External Project Manager</b> A construction professional who is appointed to manage the delivery of a Construction project on behalf of the client.
CoW	<b>Clerk of Works</b> The role is primarily to represent the interests of the client in regard to ensuring that the quality of both materials and workmanship are in accordance with the design information such as specification and drawings.
CVI	<b>Confirmation of verbal instruction</b> A method of recording Instructions given by the CA or other party authorised to do so under the contract during site visits. Note - these are then confirmed formally in writing in accordance with the contract
Defects Liability Period	<b>Defects Liability Period</b> A period of usually twelve months following practical completion of a project. During this time the employer can require the Main Contractor to return to the site to complete any omissions in the works and to make good any defective work or materials.
EA	<b>Employers Agent</b> A term used in Design and Build Contracts. The EA is the person that "manages" the contract on behalf of the client. For example they are responsible for issuing variations, if applicable, quality, certifying payments and completion of the works.
ELT	<b>Estates Leadership Team</b> The seven number Directors who lead UCL Estates
EMC	<b>Estates Management Committee</b> Subject to any general or particular direction that may from time to time be given by the Council, the Estates Management Committee is charged by Council:  <ol style="list-style-type: none"> <li>1. To ensure appropriate governance and management of estates issues across the entire academic and student accommodation estate, including asset management, capital projects, maintenance and repair, facilities management and energy and environmental issues relating to the estate.</li> <li>2. To provide oversight and institutional strategic alignment to the development and ongoing review of UCL Estates Strategy and sign off any amendments or new strategies prior to submission to Council for approval.</li> <li>3. To provide oversight and strategic support to the development and ongoing review of UCL Environmental Sustainability and Carbon</li> </ol>

	<p>Reduction Strategy and sign off any amendments or new strategies prior to submission to Council for approval.</p> <ol style="list-style-type: none"> <li>4. To monitor progress of Carbon Reduction against agreed targets.</li> <li>5. To consider and approve capital works programmes.</li> <li>6. To review business cases for all capital projects exceeding £2 million and provide advice and recommendations to Finance Committee</li> <li>7. To approve the principles for the allocation and use of space and resolve any conflicting priorities.</li> <li>8. To consider and approve proposals for the naming of UCL buildings.</li> <li>9. To report to Finance Committee by submission to the Finance Committee officers of the Minutes of each meeting of the Estates Management Committee.</li> </ol>
ES&CP	<p><b>Estates Strategy &amp; Capital Projects Programme board</b></p> <p>The members of the Capital Programme Board have the ultimate accountability and authority for the successful delivery of the capital programme; the Programme Board will support the delivery by making informed decisions to ensure the successful project delivery of all projects within the programme.</p> <p>The Board are tasked on behalf of UCL to support project boards and oversee the successful delivery of all projects in line with agreed scope, cost, time and any commitments identified in the Business Case/s.</p> <p>Any issue which cannot be resolved by the Programme Board collectively will be escalated to Estates Leadership Team or PRG (as appropriate).</p>
FC	<p><b>Finance Committee</b></p> <p>Subject to any general or particular direction that may be given from time to time by Council, the Finance Committee is charged by Council to:</p> <ol style="list-style-type: none"> <li>1. Give assurance to the Provost and Council on the suitability and appropriateness of UCL's financial strategy and policies within the context of UCL's overall objectives and strategy as set by Council. This includes: i) reviewing UCL's financial plans and budgets; ii) monitoring financial performance against budget; iii) reviewing funding, banking and other financing arrangements; iv) approval of capital projects and other major commitments.</li> <li>2. Consider and recommend to Council the annual income and expenditure budget for the forthcoming year.</li> <li>3. Consider, and report to Council, on the budgeted cash flow and capital expenditure for the forthcoming year.</li> <li>4. Monitor, and report to Council, on actual income and expenditure and cash flow throughout the year.</li> <li>5. Monitor, and report to Council, on the projected financial outturn for the year compared with budget.</li> <li>6. Review the annual financial statements, particularly in relation to financial strategy and performance. The Chair, as Treasurer, will present the Financial Statements to the Council for approval.</li> <li>7. Review UCL's long-term forecasts of income and expenditure (recurrent and capital) as submitted to the HEFCE or as otherwise required, and to report thereon to Council.</li> </ol>

	<p>8. Consider reports on developments that may result in additional future financial commitments for UCL, and to report thereon to Council.</p> <p>9. Review and approve a capital programme which provides the context for the consideration of capital project proposals.</p> <p>10. Consider reports from the Director of UCL Estates on the financial position of current capital projects, and to report thereon to Council.</p> <p>11. Consider the financial implications of capital projects, relating to expenditure exceeding £5 million including the detailed evaluation of business cases, on the advice of the Estates Management Committee, and proposals for acquisition or disposal of freehold or leasehold sites or buildings.</p> <p>12. Consider for approval other orders, contracts and financial commitments exceeding £5 million, as instructed in the Delegated Authorisation Limits in the UCL Financial Regulations.</p> <p>13. Review annually the financial plans and performance of UCL Business.</p> <p>14. Review annually the Office of the Vice-Provost (Development) (OVPD) activity, including the income received from donations.</p> <p>15. Review annually the Investments Committee's activity and the achievement of investment return targets for the endowment funds.</p> <p>16. Receive and recommend to Council the UCLU Budget for the forthcoming financial year and note the annual UCLU Financial Statements.</p> <p>17. Receive advice from appropriate bodies in respect of companies in which UCL has a substantial shareholding, and to request financial reports and forecasts from these companies, where appropriate.</p> <p>18. Consider and take action on the following matters:</p> <ol style="list-style-type: none"> <li>1. Policy relating to UCL's banking arrangements, including: i) the appointment of bankers and of any other officers or agents whom the Committee deems it expedient to appoint, and ii) the bank mandate and overdraft facilities.</li> <li>2. Ensuring that appropriate funding is in place, including arrangements for short-term and long-term borrowings for capital projects or other purposes.</li> <li>3. The setting of tuition fees, on the advice of UCL officers.</li> <li>4. UCL's long- and short-term investments, on advice from the Investments Committee.</li> <li>5. Policy relating to UCL's insurances.</li> <li>6. Writing off of losses or deficiencies in money or stores, irrecoverable debts or overpayments, and disposal of obsolete equipment.</li> <li>7. Other relevant financial matters including loans and advances; guarantees involving a material financial liability; accounting for Trust Fund.</li> </ol> <p>19. Consider the financial risks to UCL, together with the financial implications of non-financial risks, and monitor performance against the associated risk management plans.</p> <p>20. Liaise where appropriate with the Audit Committee on financial controls and risk management.</p> <p>21. Receive the Minutes of the Estates Management Committee and the Investments Committee.</p> <p>22. Receive and consider reports from HEFCE, as they affect UCL's business, and monitor adherence to any regulatory requirements.</p>
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	23. Report to Council by submission to the Council members of the Minutes of each meeting of the Finance Committee, together with an oral report by the Treasurer.
HoS	<b>Head of Service</b> The Heads of Service at UCL Estates are responsible for the day to day
PPM	<b>Planned Preventative Maintenance</b> Planned Preventive Maintenance ('PPM') or more usual just simple Planned Maintenance (PM) or Scheduled Maintenance is any variety of scheduled maintenance. Specifically, Planned Maintenance is a scheduled service visit carried out by a competent and suitable agent, to ensure that an item of equipment is operating correctly and to therefore avoid any unscheduled breakdown and downtime.
Principle Designer	A <b>principal designer</b> is a designer who is an organisation or individual (on smaller projects) appointed by the client to take control of the pre-construction phase of any project involving more than one contractor. Principal designers have an important role in influencing how risks to health and safety are managed throughout a project. Design decisions made during the pre-construction phase have a significant influence in ensuring the project is delivered in a way that secures the health and safety of everyone affected by the work.
PSO	<b>Portfolio Services</b> All Programme Management teams belong to the Portfolio Services team. <b>Project Support Officers</b> The role of the Project Support Officer is to support the UCL Estates delivery team and wider professional teams. There are three Project Support Officer' supporting the Estate Strategy & Capital Projects Capital Programme. The Project Support Officers averagely support 5 University Project Officers each.
PMO	<b>Programme Management Office</b> A department within UCL that defines and maintains standards for Project management. The PMO strives to standardize and introduce economies of repetition in the execution of projects. The PMO is the source of documentation, guidance and metrics on the practice of project management and execution.
PRG	<b>Project Review Group</b> The purpose of Project Review Group (PRG) is to provide a technical review of all proposed Estate related expenditure, acquisitions, disposals, commitments and liabilities (capital or write off) across UCL and ensure consistency
PID	<b>Project Implementation Document</b> The Project Initiation Documentation (PID) - one of the most significant documents in project management, which provides the foundation for the project.
PAR	<b>Project Account Request</b> The Project Account Request (PAR) is issued alongside the PID to obtain a financial account code to start spending monies at UCL.
RiskNET	<b>RiskNET</b> This is an IT system that is available via the Safety Services webpages to help Departments manage their safety responsibilities, it: provides tools that

	make managing safety simpler and less bureaucratic; and gives better and more effective feedback about how Departments are performing
Room Data Sheets	<b>Room Data Sheets</b> A document that details, on a room by room basis, the contents and environmental conditions of each room, or space, within a building.
SKA / SKA HE	<b>SKA Rating</b> Operated by RICS, SKA Rating is an environmental assessment tool for sustainable fit-outs.
SMP	<b>Strategic Maintenance Programme</b> The Strategic Maintenance Programme ('SMP') is the mechanism by which the medium and long-term maintenance programmes for the UCL Estate are planned, funded and delivered. It's purpose is to maintain key infrastructure to enable business as usual operations, ensure compliance with statutory and legislative requirements in a safe environment and support the delivery of new acquisitions as the UCL Estate continues to grow and develop to meet planned and emerging needs of the University.
UPO	<b>University College London Project Officer</b> The UPO manages the project on behalf of UCL's interests and is the point of liaison between the Project Team and University stakeholders.