



UCL

UCL Estates Project Sponsor Handbook

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Version 3.0
Jan 2019

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1. INTRODUCTION

This handbook has been prepared to provide clarity as to the role and remit of a Project Sponsor for Capital Projects at University College London (UCL) and seeks to provide context in relation to the management of projects.

The definition of a sponsor is the person responsible for securing the financing and overall resource budget approval and owns the opportunities and risks related to the financial outcome of the project. They may be referred to as the 'business sponsor,' 'project sponsor,' or 'executive' and are usually a senior manager with a direct interest in the business case behind the project.

One of the key factor in the success of any project is the leadership and motivation given by Project Sponsors. The Project Sponsor 'owns' the strategic brief on behalf of the project occupiers and stakeholders (the Users) and will ensure strategic alignment between the User's aspirations and long term vision, and the detailed requirements of the project.

Experience has shown that where the interface between ownership and delivery is poorly managed, it is difficult to manage the project's critical success criteria. The Project Sponsor is therefore a key role in the successful delivery of a project, to ensure that the strategic project objectives are identified, maintained and achieved in successfully completing the project.

2. THE ROLE OF THE SPONSOR

The role of the sponsor of a project or programme at UCL is an important role. The sponsor is ultimately accountable to UCL committee/s for ensuring that the project is governed effectively and delivers the objectives as outlined in the Business Case.

The role of a sponsor is time consuming and at the outset before nominating yourself or others it is imperative that it has been identified that the individual has the resources needed to undertake the role.

The sponsor may wish to delegate day to day responsibility of the project to an Academic Lead User but they will still retain the ultimate authority and responsibility for the project and remain accountable for realising the benefits.

A key responsibility of the Sponsor to ensure that the project strives to meet all of the objectives as outlined in the Business Case. Therefore, communication and effective relationships will need to be forged by the Sponsor so that Users are "bought in" to the benefits that the project will deliver.

The Project Sponsor is responsible for:

1. Ensuring the project objectives are identified, maintained and achieved in successfully completing the project.
2. Ensuring the project is well defined and then to monitor its delivery to time and budget, budget and appropriate quality.
3. Identifying and appointing the lead user/s with the appropriate knowledge, understanding and experience and ensure they have adequate time and support to fulfil their role on the project.
4. Co-ordinating and understanding the requirements of the various end users of the project, in order to develop an acceptable strategic project brief and aligned to UCL policies.
5. Acting as the Users senior point of contact for the project, managing the Users input, resolving any conflicting requirements that the Users may have.
6. Working with the nominated User Co-ordinator(s) to ensure alignment of the Strategic Brief with the operational and functional requirements of the users.
7. Producing a Business Case/Investment Appraisal, including revenue implication and presenting to the relevant UCL Committee for approval of the capital budget allocation.
8. Showing leadership in health and safety matters throughout the project lifecycle.
9. On completion of the project, ensuring effective feedback as to how far the project met the client's requirements and objectives and identifying the lessons of good and bad practice that need to be learned for the future.
10. Providing leadership in the management and mitigation of project risks to insure these do not become issues.

To be effective, the Project Sponsor must have:

- A commitment to the success of the project
- A clear understanding of the business drivers for the project
- Authority, responsibility and understanding
- Ability to lead and motivate all those involved
- Continuing responsibility for the project through to completion

The Sponsor is the person for whom the project is being undertaken

The Project Champion

Clear the path politically to give the project the greatest possibility for success .

Champions the end user's requirements.

The Accountable Person

Accountable for the realisation of the project's benefits within agreed constraints.

Hold the project team accountable for project deliverables.

Own the Business Case.

The Link to B.A.U.

Link the project team with the wider UCL.

The Sponsor may choose to delegate to a Sponsor's Agent/others, but they have the ultimate authority and responsibility for the project and remain accountable for realising the benefits within the agreed constraints.

A project sponsor will demonstrate the below characteristics:-

Strong leader

Hold sufficient authority within UCL to make the decisions necessary for the project's success and to remove organisational obstacles.

Independence

Able to do the best by the end users within the project constraints. Independently minded and able to hold the project team to account.

Endurance

Active involvement, availability, skills and motivation to deliver the project's benefits successfully throughout the full project life-cycle; from identifying the need through to the realisation of benefits.

Collegiate

Able to work for the greater good of the university, as part of a project community supporting each other to deliver the changes required for a world class University.

3. KEY TASKS DURING THE PROJECT LIFECYCLE

Throughout the project lifecycle the sponsor will be expected to lead and/or support on the production of certain documentation or activities. The below table indicates tasks:-

	Sponsor	Space & Feasibility Manager	University Project Officer	External Project Manager	Professional Team	Project Board	Mobility & Transition Team
Stage Gate 1							
Prepare Brief (including sustainability targets are stated)		X					
Start compiling Business Case	X	X (Estates section)			X (Provide input)		
Set up Project Board		X					
Attend monthly Project Board	X (chair)	X	X	X	(If applicable)	X	X
Feasibility study		X					
Establish outline project programme		X	X (provide input)				
Presenting Business Case to relevant UCL Committee	X						
Stage Gate 2							
Finalise Business Case	X	X (Estates section)					
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 (if applicable)	X	X	(if applicable)	X	X
Stage Gate 3							
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 (if applicable)	X	X	(if applicable)	X	X
Stage Gate 4							
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 (if applicable)	X	X	(if applicable)	X	X
Stage Gate 5							
Site inspections			X	X			X
Pre start meeting			X	X			
Design team meetings			X	X	X		X
Contractor meetings			X	X	X		X
Develop handover strategy			X	X			X
Attend monthly Project Board reviewing H&S, suitability, cost, programme performance)	X (chair)	X (if applicable)	X	X	(if applicable)	X	X
Stage Gate 6							
Ensure smooth handover to client			X	X			X

Conclude Building Contract				X			
Ensure "As Built" drawings issued to UCL				X			
Stage Gate 7							
Undertake Defects inspection				X			X
Release retention payment			X		X		

- The Sponsor advocates the project (representing it at a senior management level); coaches as a mentor (champions the project ideas); works as a catalyst (identifies wrong behaviours); participates as a motivator (takes care of the team morale); breaks through barriers (unites people and helps to find compromise); secures the project boundaries (supervises project scope and limits); anticipates will drive the projects towards its success; authority to leverage the decision-making at certain points; involved in the conception of active and visible sponsorship by:
 1. Making sure they are ready to participate proactively and visibly throughout the project life;
 2. Ascertain that everyone involved in the project are ready to collaborate in a strong coalition between each other
 3. Ensuring they communicate effectively with the team members and understand everyone's role
- The Sponsor will stay engaged throughout the whole project life; Sponsors, if they want to be effective, cannot stay in the background or disappear after obtaining approval for the project.
- The Sponsor will agree on means that will be used for contacts and establish a framework of regular meetings;
- The Sponsor will maintain face-to-face and two-way communications between the project team;

Project sponsors must not duplicate work of project managers: sponsors should never intrude into practical work of the team members or try to additionally control and direct their actions. UCL Estates can provide contact details of previous Project Sponsors, who may be willing to act as Mentors to those new in the role.

4. THE PROJECT / PROGRAMME GOVERNANCE JOURNEY

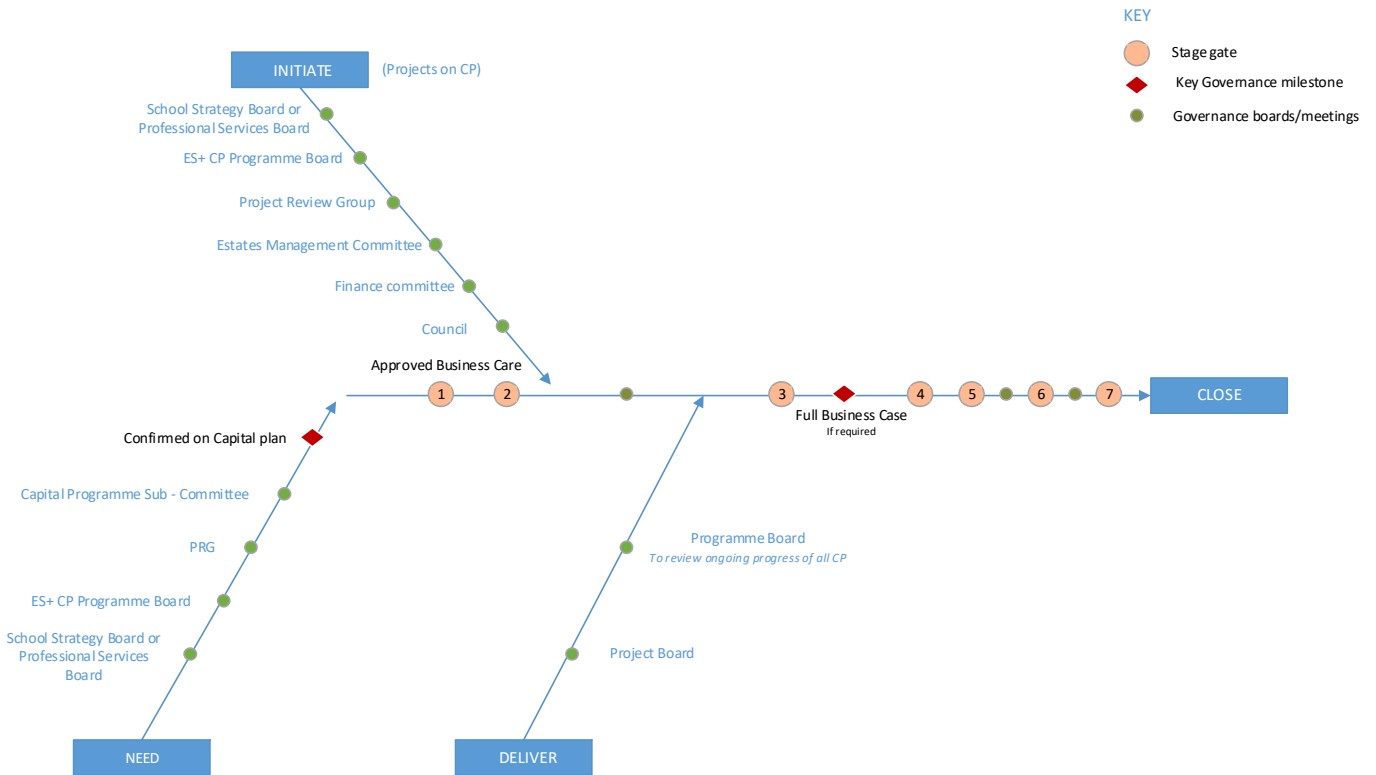
All projects at UCL follow a streamline governance journey.

The top line (initiate) is the journey for all projects that have been included on the Capital Programme prioritisation (as agreed by Capital Projects Sub Committee CPSC).

The bottom line (need) is the journey prior to initiate for all projects that have not yet been prioritised.

It will be the project sponsor's responsibility to attend all relevant UCL Committees for the presentation of the Business Case.

The Capital Programme Governance journey

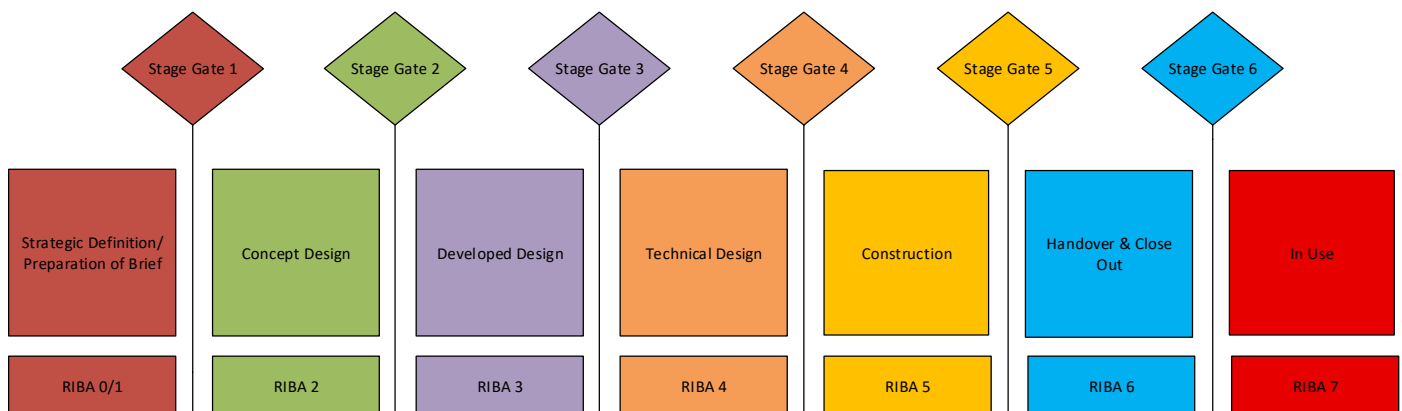


5. PROJECT & PROGRAMME GOVERNANCE

UCL Estates process has key Stage Gates where a review of the project is undertaken. The stage gate is a point in a project lifecycle at which continuing approval is required for a project to proceed to its next stage.

These gates are key to ensuring that the project is still viable, stakeholder requirements are met and that interdependencies are being managed both within Estates and across UCL. UPOs will need to complete Stage Gate documentation (detailed in the relevant section of this induction pack) for all projects (save for Minor Works) and these will be circulated for consultation and approval before a project can proceed through a Stage Gate.

The Stage Gates follow the Royal Institute of British Architects (RIBA) Plan of Work. The RIBA Plan of Work organises the process of briefing, designing, constructing and operating building projects into eight stages and details the tasks and outputs required at each stage.



Ensuring that appropriate governance is applied to all projects at UCL Estates is a necessity. By ensuring that the correct governance is in place on projects it will give UCL Estates the required internal controls, while externally, it reassures stakeholders that the money being spent is justified.

The benefits of good governance include the scrutiny of investment at all stages, avoidance of common reasons for failure, and motivation of staff through better communication.

At UCL good governance can be demonstrated through:

- the adoption of a disciplined life cycle governance that includes approval gates at which viability is reviewed and approved;
- recording and communicating decisions made at approval gates;
- establishing clearly defined roles;
- fostering a culture of improvement and frank disclosure of information;
- giving members of project boards the capability and resources to make appropriate decisions;

UCL Estates have adopted a stage gate model for delivery of all projects. The stage gate model ensures that a project is divided into *stages* or *phases*, separated by *gates*. At each gate, the continuation of the process is decided by a review group. The decision is based on the information available at the time, including the business case, risk register, relevant RIBA stage report and availability of necessary resources (e.g., money, people).

	Stage Gate 1	Stage Gate 2	Stage Gate 3	Stage Gate 4	Stage Gate 5	Stage Gate 6	Stage Gate 7
Stage Specific Activities	<ol style="list-style-type: none"> 1. Assign project/ activity request to individual to complete stage 1 activities 2. Alignment to strategic objectives 3. Prioritise Project / Activity 4. Develop Strategic Brief 	<ol style="list-style-type: none"> 1. Identify stakeholders and create stakeholder strategy 2. Create communications plan 3. Plan approach to project / activity delivery, including governance 4. Identify objectives, deliverables and scope 5. High Level Requirements 6. Identify Assumptions, Dependencies 7. Produce Estates Supporting Document 8. Produce Business Case 9. Carbon Assessment model completed 10. Procurement route to be confirmed. 	<ol style="list-style-type: none"> 1. Produce design / detailed specification 	<ol style="list-style-type: none"> 1. Identify resources for implementation 	<ol style="list-style-type: none"> 1. Commit to resources for implementation 2. Mobilisation 3. Start on site 	<ol style="list-style-type: none"> 1. Deliverables are operational 2. 'Snagging' activities 3. Liability period 	<ol style="list-style-type: none"> 1. Hold Post Investment Appraisal * 2. Prepare project/activity closure report * 3. Post Occupancy Evaluation

* Please note these items are currently under development at UCL Estates.

All Capital Projects, regardless of value have a Project Board. UCL Estates have a scaled governance structure that allows project board membership to be scaled appropriately depending on the size/complexity/value of the project.

Project Boards ensure that UCL Estates deliver to key enablers under UCL 2034 – most notably the following:

- Maintaining a sustainable estate to meet our aspirations
- Financing our ambitions
- Valuing our staff and delivering in equality and diversity

The benefits of having project boards are:

1. Project boards will be able to monitor and drive progress against plan and ensure key deliverables/commitments are achieved.
2. There will be more effective management of risks.
3. The board will be the body that can provide strategic direction and policy guidance allowing informed decisions to be taken
4. An accountable, easily identifiable body will exist for each project which can approve major project deliverables prior to their release.
5. An accountable, easily identifiable body will exist for each project which can approve changes. The Board itself will be able to approve changes within the delegated authority of the Project Sponsor, and will ratify changes which are beyond such delegated authority.
6. An accountable, easily identifiable body will exist to ensure that the necessary resources are available to achieve committed work.
7. A recognised forum will exist for all projects, to mediate solutions to conflicts within the project or problems between the project and external bodies.
8. An accountable, easily identifiable body will exist to review the status of project issues and risks and escalate these where necessary.
9. It will be easier to ensure that appropriate and representative project information is distributed, both internally and externally.

University Project Officers on behalf of the project board submit a report to the *Estate Strategy & Capital Projects Programme Board* on a monthly basis. The update consists of programme, cost, risk and issues, H&S and sustainability information.

The *Estate Strategy & Capital Projects Programme Board* meet monthly and review all projects within the Capital Programme. 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 relating to successful project delivery. The Board are tasked on behalf of UCL to oversee and ensure the successful delivery of all projects in line with agreed scope, cost, time and any commitments identified in the Business Case.

Any issue which cannot be resolved by the Programme Board collectively will be escalated to the appropriate UCL Committee.

6. PROJECT ROLES & RESPONSIBILITIES

Academic Lead User

The Lead User is usually the main point of contact between the University Project Officer and the department who will be affected by a UCL Estates project. The Lead User will be part of the project board and will take the lead on communicating with the departments affected by a project.

University Project Officer

The University Project Officer is the main point of contact between the Client and the designers and contractors, seeing a construction project through (usually) from its inception to its completion.

External Project Manager

The external project manager is appointed as part of the Professional team. The External Project Manager then ensures that the project is delivered on time, to budget and to the required quality standard (within agreed specifications). The external project manager is responsible for managing the contract and all other members of the professional team.

Mobilisation and Transition Team

The mobilisation and transition team is responsible for soft landings functions and driving zero defects initiatives, as well as preserving end user requirements.

Design Team

The design team will normally include an architect, services and structural designers, a cost manager and planning supervisor. Depending on the scope and nature of a project, additional assistance may be required from designers specialising in acoustics, catering, laboratories, cladding or landscape, etc.

The design team's role is to interpret and develop the user's brief and produce a design that meets their requirements within the limits of the approved budget. The design team should aim to produce a design that is both value for money and cost effective to build, use and maintain.

University Advisors

Fire Safety

The UCL Fire Safety Team checks all designs for compliance with both University standards and statutory requirements.

Safety

In addition to issuing a design report for approval, the designers will consult the Health and Safety Division on high risk issues such as asbestos, mercury, radiation, biological hazards, chemical hazards, animal facilities etc.

Security

All building projects must be considered from a security aspect at an early stage, especially where sensitive research is being carried out, and to ensure that security requirements are co-ordinated with fire/safety issues.

Sustainability

All projects must consider the Sustainability impact from a very early stage as detailed in the stage gate matrix.

Asbestos

All projects must consult with the Asbestos Appointed Person in UCL Estates to ensure that all relevant precautions/surveys/clearances are completed in a safe and controlled way. All projects must ensure the Asbestos register is updated accurately, and in a suitable timeframe, at appropriate points during the project lifespan. These points include: when UCL Space ID's change, when Asbestos removal works are carried out, and where new ACMs are discovered.

Engineering

All projects must consult with the Engineering team on new proposals. The Engineering team have the most detailed knowledge of all buildings within the UCL Estate. Engagement will ensure that the handover at the end of the project from the construction team to the in house team will be seamless for the client.

7. PROJECT REPORTING

It is the responsibility of the External Project Manager and University Project Officer (UPO) to ensure that a monthly report is produced for the project board to review.

The report should (in most circumstances) be circulated no later than 3 working days ahead of the meeting date to ensure that members have sufficient time to review.

The project board report should include an update on the reporting period. The report should cover Health & Safety, cost, programme and include specific detail on all changes that have been requested within the reporting period.

At the project board meeting, the members are expected to discuss and resolve any issues raised ensure resolution or escalation to the appropriate committee at the earliest opportunity.

8. GLOSSARY OF CONSTRUCTION TERMS

Term / Abbreviation	Description
Adjudication	Adjudication 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 / PMI	Architect's Instruction / Project Managers Instruction A formal instruction to a constructor to change the work.
Appointment	Appointment A contract between a specialised advisor (e.g. architect, QS) and UCL.
Architect	Architect An architect is a person who plans, designs, and oversees the construction of buildings. To practice architecture means to provide services in connection with the design and construction of buildings and the space within the site surrounding the buildings that have as their principal purpose human occupancy or use.
AV	Audio Visual The equipment used to create and present work with both a sound and a visual component
BIM	Building Information Modelling 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.
BoQ	Bill of Quantities 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	Building Research Establishment Environmental Assessment Method 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	Building Services Research and Information Association Is a test, instruments, research and consultancy organisation, providing specialist services in construction and building services
Building Regulations	Building Regulations Statutory delegated legislation issued under the Building Act that sets legal minimum standards for safety and energy conservation.
CA	Contract Administrator

	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
CDM Regulations	Construction Design Management Regulations 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 and during post practical completion until handover, from its inception to its subsequent final demolition and removal.
CHP	Combined Heating & Power Combined heat and power (CHP) is the use of a heat engine (or power station) to simultaneously generate electricity and useful heat.
CIOB	Chartered Institute of Building
CIBSE	Chartered Institution of Building Services Engineering The CIBSE is the professional body, standard setter and authority on building services engineering. Building Services (see also M&E) includes items such as Air Conditioning, Lighting, Heating and Ventilation, Drainage, energy use and electrical services.
CAFM	Computer Aided Facility Management CAFM Software enables UCL Estates to plan, execute and monitor all activities involved in reactive and planned preventative maintenance and service, space and move management, asset management, operational facility services, timetabling, room reservation, and other aligned services. UCL currently uses three platforms for its CAFM: FAMIS, PLANET and STARREZ.
Contingency	Contingency This contingency is for significant unforeseen project or programme risks for example, exceptional contractor price inflation. It is <i>not intended</i> to be used to pay for project scope increases.
Contract Documents	Contract Documents A term used to represent all documents, which includes drawings, specifications, and any bidding documents, which collectively form the Contract between the University and a contractor.
Consultant / External PM	Consultant / External Project Manager A construction professional who is appointed to manage the delivery of a Construction project on behalf of the client.
CoW	Clerk of Works 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	Confirmation of verbal instruction 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	Defects Liability Period 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.
Design & Construction Contingency	Design & Construction Contingency Contingencies are made within the overall budget to allow for miscellaneous unforeseen costs which cannot be classified under any other heading, but are necessary for successful completion of the project. This contingency is not provided to allow for changes that could otherwise have been foreseen or not included within the original business case.
D&B	Design & Build Design & Build (or design/build, and abbreviated D&B, D/B or D&B accordingly) is a method to deliver a project in which the design and construction services are contracted by a single entity.

EA	Employers Agent 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.
Elevation	Elevation The side, front, or rear of a structure, the term is often used on the project drawings.
Envelope	Envelope The facade, roof etc. that make up the externally facing components of the building
Eoi	Expression of Interest Clients invite all suppliers to provide a simple 'yes/no' statement about whether they are 'interested' and 'capable' against an outline brief
Façade	Façade The face of a building for example windows, bricks or cladding.
GA	General Arrangement Location drawings, also called general arrangement drawings, include floor plans, sections and elevations they show where the construction elements are located.
GC Works	GC Works The suite of standard Government conditions of contracts are still available, but they are no longer being updated by the government who are moving to the NEC contract. The GC Works contracts were created primarily for government projects, but could be used in the private sector. They were published by the Stationery Office for the Property Advisors for the Civil Estate (PACE).
GIA	Gross Internal Area Gross internal area (GIA) is the total area of buildings owned, occupied or maintained by the HEI measured to the internal face of the perimeter walls at each floor level (i.e. the footprint of the building excluding the width of the outside walls). It includes areas occupied by internal walls and partitions.
H&S	Health & Safety UCL Estates employs a Project H&S Manager, whose role is to manage, support and advice on all matters associated with projects and construction health and safety.
HSE	Health & Safety Executive The Health and Safety Executive (HSE) is a non-departmental public body of the United Kingdom. It is the body responsible for the encouragement, regulation and enforcement of workplace health, safety and welfare, and for research into occupational risks in England and Wales and Scotland.
ITT	Invitation to Tender A call for bids, call for tenders, or invitation to tender (often called tender for short) is a procedure for generating competing offers from different bidders looking to obtain an award of business activity in works, supply, or service contracts e.g. a construction contract.
IWFM	The Institute of Workplace & Facilities Management The Institute of Workplace & Facilities Management - IWFM (formerly 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.
JCT	Joint Contracts Tribunal The Joint Contracts Tribunal, also known as the JCT, produces standard forms of contract for construction, guidance notes and other standard documentation for use in the construction industry.
Listed Building	Listed Building A building that has been placed on the Statutory List of Buildings of Special Architectural or Historic Interest, maintained by English Heritage
M&E	Mechanical & Electrical

	The systems and services within a building e.g. heating, ventilation, power, water etc.
MEP	Mechanical & Electrical Plant The equipment within a building that delivers mechanical and electrical services e.g. heating, ventilation, power, water etc.
NEC	New Engineering Contract The New Engineering Contract (NEC), or NEC Engineering and Construction Contract is a formalised system created by the Institution of Civil Engineers that guides the drafting of documents on civil engineering and construction projects for the purpose of obtaining tenders, awarding and administering contracts. As such they legally define the responsibilities and duties of Employers (who commission work) and Contractors (who carry out work) in the Works Information.
O&M Manual	O&M Manual A large document/s that describe the building, its engineering systems and how it should be maintained and operated. It is similar to a workshop manual.
OJEU	Official Journal European Union The Official Journal (OJ) of the European Union is the official gazette of record for the European Union (EU). It is published every working day in all of the official languages of the member states. Only legal acts published in the Official Journal are binding. UCL is not currently obliged to follow OJEU process, but does so on a voluntary basis.
PPM	Planned Preventative Maintenance 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.
PPR / PIR / PoE	Post Project Review / Post Implementation Review / Post Occupancy Evaluation A PPR should be carried out after each project. A PIR should be carried out 1-3 months after occupation to review the project. On larger projects a PoE should be carried out after 11 months to review the space, performance and use.
PC	Practical Completion The construction project is considered to be practically complete when there are no outstanding defects (except from minor items or snagging) and the building can be put to its intended use. The decision to award Practical Completion is made u the CA/EA and not UCL Estates or the Sponsor. The term PC is not to be confused with Principal Contractor – also described as PC.
PQQ	Pre-Qualification Questionnaire Pre-qualification questionnaires are used to help public sector buyers/purchasers shortlist suppliers to invite to tender where a certain level of technical ability is required, and form part of the restricted tendering procedure (OJEU).
Preliminaries	Preliminaries The cost of running a construction site and providing general facilities for the workforce i.e. supervision, site huts and scaffolding etc.
Principal Designer	Principal Designer A principal designer 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.
Programme	Programme Either a schedule of activities showing when works or services will be undertaken or a group of projects that make up a "programme of works"
PMO	Programme Management Office 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.
QS	Quantity Surveyor A quantity surveyor (QS) is a professional working within the construction industry concerned with construction costs and contracts.
Refurbishment	Refurbishment To decorate and repair something such as a building or office in order to improve its appearance.
RIBA	Royal Institution of British Architects The Royal Institute of British Architects (RIBA) is a professional body for architects primarily in the United Kingdom, but also internationally.
RICS	Royal Institute of Chartered Surveyors RICS is one of the world's leading professional bodies for qualifications and standards in land, property and construction.
Room Data Sheets	Room Data Sheets A document that details, on a room by room basis, the contents and environmental conditions of each room, or space, within a building.
Shell & Core	Shell & Core Shell - Facade / external envelope of the building Core - Structures, vertical transportation systems
Single Stage Tender	Single Stage Tender A design is completed by the design team without a contractor's input and contractors price all the works, preliminaries and overheads etc, in a single competition.
SKA	SKA Rating Operated by RICS, SKA Rating is an environmental assessment tool for sustainable fit-outs.
Snagging	Snagging The process of checking a project for minor faults that need to be rectified.
Tender	Tender See ITT
Two Stage	Two Stage Two-stage tendering is used to allow early appointment of a contractor, prior to the completion of all the information required to enable them to offer a fixed price.