PM's Guide to Completing the Master Tracker / Forecast / KPI Reports

The purpose of this document is to provide guidance to Project Managers (PM) in completing the Monthly PMO Documentation and to seek consistency in approach to the documentation.

Note that the data that you input into all the trackers is owned by you as Project Manager and it is not the PMO's responsibility to check / assess / review the data that is provided.
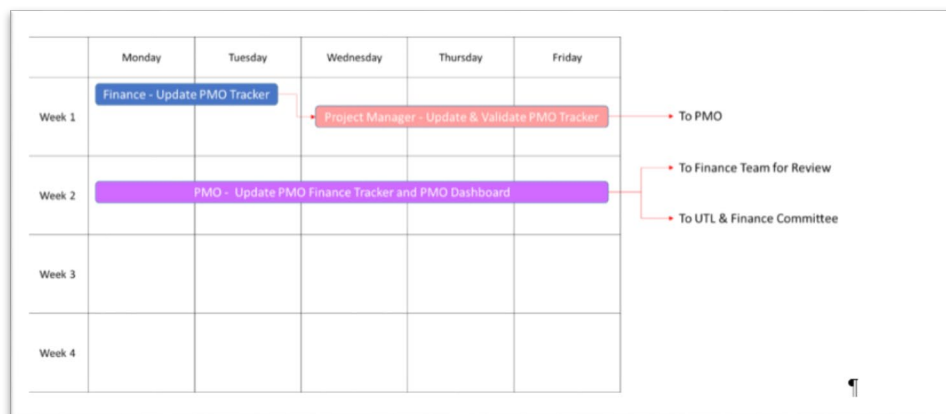
Programme

The PMO process takes place in the first two weeks of every month. On the first day of the month Finance will update the master tracker and issue this to the PMO Office. The PMO Office will issue the following documents to PM's for completion: -

1. A Capital Finances Tracker work book that includes: -
   a. A Master tracker Tab
   b. A forecast Tab.
2. Some PM's will be issued with a KPI report and which is only for specific projects that are being monitored by Physical Environment Board.

PM's should update the tracker as set out below and return it to the PMO.

During the second week PM's have one to one meetings with the PMO to review their projects and enable the PMO to update the master tracker and subsequently the reporting dash board. The PMO issue its report on the tenth working day of each month.

Completing the Documents

PM's should review all issued documentation and update the tracker with the following information:
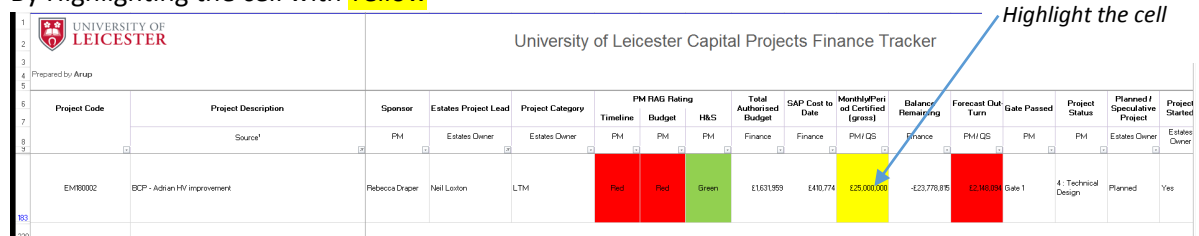
1. Confirm that the projects assigned to their name are correct.
2. Update certified Invoices to the date of the report (Gross).
3. Check Gross certified against SAP Cost, and highlight divergences; particularly where SAP is higher than Gross Certified Cost.
4. Forecast outturn costs.
5. Update RAG information.
6. Update Milestone and Financial Information.
7. Update Forecast & Actual Cash flow in the Forecast Tab.

8. Update KPI's for specific projects that are monitored by the PEB.

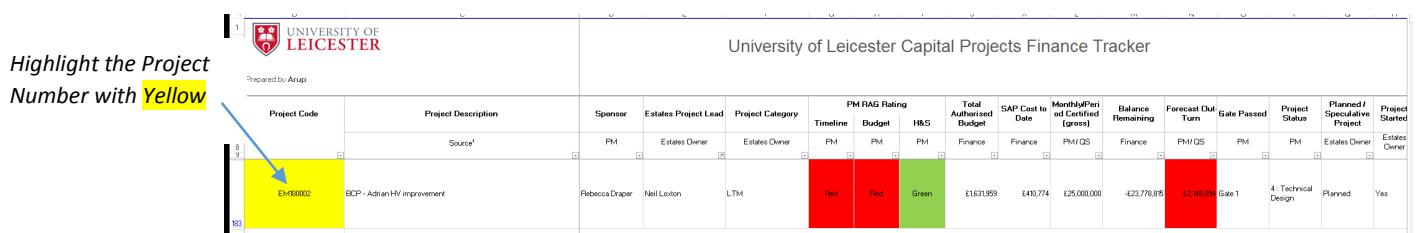Core detail on how to complete the trackers is set out below.

When completing documents PM's should highlight changes in one of the following ways:

1. By Highlighting the cell with Yellow

Highlight the cell

2. Highlight the Project Number

Highlight the Project Number with Yellow

These will indicate to the PMO that a change has been made to the project information and the master tracker will be updated. **If a cell is not highlighted then the PMO will assume that there have been no changes to the project during the month.**

If you are making an electronic return of your report, please add your **surname** to the end of the file reference.

Completing the 'Master Tracker' Worksheet

PM's are only to complete the columns in the work book that are marked 'PM'.

Column	Column Description	Requirement
D	Sponsor	Identify the project sponsor.
G	PM Rag Rating - Timeline	Update the RAG Rating on a month by month basis. RAG Ratings are defined as follows: **Red** - project is experiencing significant delays / increased costs: **Amber** -project is experiencing moderate delays / increased costs; **Green** - project has very few to no delays / increased costs
H	PM Rag Rating - Budget	Update the RAG Rating on a month by month basis.
J	PM Rag Rating – H & S	Update the RAG Rating on a month by month basis. Change the rating as necessary; for example if H & S issues raised in previous months have been cleared then the RAG rating should be changed. Amber & Red rating should be reported to Melanie Emmington (if not already done so)
L	Monthly/Period Certified Cost (gross)	This should identify all project costs that have been certified (eg invoices, payment certificates etc) during the Period. If PM's have any doubts about what has been paid during a period then UoL Finance will be happy to provide a schedule of the invoices settled.
N	Forecast Outturn	**Do not amend this cell in this column** as this cell calculates from the Forecast Tab of the spreadsheet.

Column	Column Description	Requirement
O	Gate Passed	This is the last approval Gate based on the UoL PMO approval process.
P	Project Status	This identifies the RIBA Stage that the project is currently within.
S	Gate 0 Approval	Add in the date that the project received Gate 0 Approval.
U	Funding Source	Indicate the source of funds for the Project. This could be Capital; LTM; Compliance etc
V	RIBA Stage 1 Report - Planned	The date agreed at Gate 0 for the delivery of the RIBA Stage 1 Report. **This date should not be changed unless the project is re-baselined and this is agreed by PEB**
W	RIBA Stage 1 Report – Forecast Actual	During the Gate 1 process this is an update to the delivery date if it changes. Once the RIBA Report is submitted; this is the date of report completion.
X	Gate 1 Approval	This is the date that Gate 1 is approved.
Y	Estimate at Gate 1	This is the total project budget including VAT approved at Gate 1
Z	RIBA Stage 2 Report - Planned	The date agreed at Gate 0 for the delivery of the RIBA Stage 2 Report
AA	RIBA Stage 2 Report - Planned	During the Gate 0 process this is an update to the delivery date if it changes. Once the RIBA Report is submitted; this is the date of report completion.
AB	RIBA Stage 3 Report - Planned	The date agreed at Gate 1 for the delivery of the RIBA Stage 3 Report **This date should not be changed unless the project is re-baselined and this is agreed by PEB**
AC	RIBA Stage 3 Report – Forecast / Actual	During the Gate 1 process this is an update to the delivery date if it changes. Once the RIBA Report is submitted; this is the date of report completion.
AD	Planning Submission - Planned	The date agreed at Gate 1 for the submission of the Planning Application **This date should not be changed unless the project is re-baselined and this is agreed by PEB**
AE	Planning Submission – Forecast / Actual	During the Gate 1 process; the forecast date is an update of when the application is planned to be submitted. Actual is the date on which the Application was submitted.
AF	Planning Approval - Planned	The date agreed at Gate 1 for the receipt of Planning Approval **This date should not be changed unless the project is re-baselined and this is agreed by PEB**
AG	Planning Approval – Forecast / Actual	During the Gate 1 process; the forecast date is an update of when the approval is expected. Actual is the date on which the Approval was received.
AH	RIBA Stage 4 Report - Planned	The date agreed at Gate 1 for the delivery of the RIBA Stage 4 Report. **This date should not be changed unless the project is re-baselined and this is agreed by PEB**
AI	RIBA Stage 4 Report – Forecast Actual	During the Gate 1 process this is an update to the delivery date if it changes. Once the RIBA Report is submitted; this is the date of report completion.
AJ	Tender Date – Planned Start	The date agreed at Gate 1 for the Tender Design Date. **This date should not be changed unless the project is re-baselined and this is agreed by PEB**
AK	Tender Date – Planned End	The date agreed at Gate 1 for the Tender Design Completion Date. **This date should not be changed unless the project is re-baselined and this is agreed by PEB**
AL	Tender Date – Forecast End	During the Gate 2 Process the update to the Tender Design Completion Date.
AM	Project Pre Tender Estimate	Update the Project pre Tender Estimate – this is the total project cost.
AN	Tender Issue	Include the date of the tender issue – update as this changes. Once issued include the date of issue.
AO	Tender Return	Include the date of the tender return – update as this changes. Once received include the date of receipt.
AP	Analysis Complete	Include the date when the tender analysis will be complete – update as this changes. Once complete include the date of completion.
AQ	GMP Date	Identify the date when the contract sum will be agreed. Update as this changes and include the date once this is agreed.
AR	Gate 2 Approval	Include the target date before this agreed – once agreed include the actual date.
AS	Signed Contract	Include the target date until the contract is actually signed and then include the actual signature date.
AU	UoL Enabling Works Start	If enabling works are required include the target date until a date is finalised. If enabling works are not required type **N/A**

Column	Column Description	Requirement
AV	UoL Enabling Works Complete	If enabling works are required include the target date until a date is finalised. If enabling works are not required type **N/A**
AW	Start on Site	Include the target date. Once commenced on site include the actual date.
AX	PC - Planned	Date of PC agreed at Gate 2 Approval. **This date should not be changed unless the project is re-baselined and this is agreed by PEB**
AY	PC Forecast / Actual	Update with the forecast date of PC as the project progresses and then once complete include the actual date.
AZ	UoL Fit Out - Start	Include the forecast date until the works have commenced and then include the actual date. If no University fit out is required type **N/A**
BA	UoL Fit Out - Completion	Include the forecast date until the works have commenced and then include the actual date. If no University it out is required type **N/A**
BB	Occupation Date - Anticipated	This is the date that the users will actually be able to start using the space. Include the date agreed at Gate 2. **This date should not be changed unless the project is re-baselined and this is agreed by PEB**
BC	Occupation Date - Actual	Include a forecast until a date is finalised and then use the actual date.
BD	Change Orders affecting Contract Sum - Agreed	This is to record change orders that affect the contract sum either an omission, or addition. This cell is to record the value of Change orders that have been agreed with the supplier.
BE	Change Orders affecting Contract Sum - Anticipated	This is to record the value of change orders that have been issued and are in the process of being considered by the parties.
BF	Financial Claims - Agreed	This is to record the cost of any agreed financial claims that are not included in change orders and include loss & expense etc. LAD's could be recorded as a negative figure
BG	Financial Claims - Pending	This is to record the cost of any pending financial claims where a claim has been made, but is yet to be finalised. It is only to be included if there is likelihood that it will be agreed.
BH	Cert. of Making Good Defects	This is the anticipated date of the issue of the certificate until it is finally issued.
BI	Final Account Agreed (Date).	This is the anticipated date until such time as the account is finally agreed.
BJ	Comments	Comments concerning the report are to be included here.

Completing the 'Forecast' Worksheet

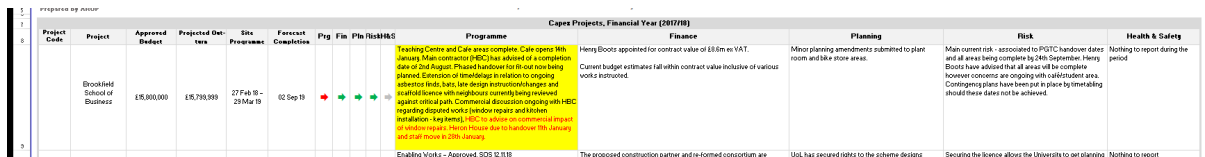PM's are only to complete the columns in the work book that are marked 'PM'.

Column	Description	Requirement
J	Certified to Date (Gross)	**Do not amend this cell in this column** This cell automatically populates from the Master Tracker Spreadsheet; therefore should not be amended.
L	Forecast Outturn	**Do not amend this cell in this column** This cell automatically populates from the Master Tracker Spreadsheet; therefore should not be amended.
N to Y	Financial Year 2017/18 - Forecast / Actual (Approved Invoices)	**Do not amend the cell in this columns** 2017 / 18 should now be closed and therefore these cells should not be updated.
AB	Year End Accruals 17/18	**Do not amend this cell in this column** 2017 / 18 should now be closed and therefore these cells should not be updated.
AE to AP	Financial Year 2018/19 - Forecast / Actual (Approved Invoices)	PM's should update the monthly cell to reflect the amounts that have been certified / approved (Monthly Certified Cost) and then recast the cash flow going forward. These cells should be updated to reflect the position at the end of the month. For example for the December report which reflects the position up to end of November, the costs up to end of November should be the Actual Approved Invoices by the PM (Not SAP), and then the forecast going forward for the rest of the year. Cells prior to the reporting period should not be amended as they reflect the amount certified during the period.
AT	Year End Accruals 18/19	This cell will be inputted towards the end of the financial year to reflect costs that are accrued in 18 /19 but are likely to be paid in 19/20.
BI	Invoices 19/20	From your project cash flow this is the likely cost to be invoiced from Aug 19 to Jul 20.
BJ	Year End Accruals 19/20	This cell will be inputted towards the end of the financial year to reflect costs that are accrued in 19/20 but are likely to be paid in 20/21.

Column	Description	Requirement
BL	Invoices 20/21	From your project cash flow this is the likely cost to be invoiced from Aug 20 to Jul 21.
BN	Invoices 21/22	From your project cash flow this is the likely cost to be invoiced from Aug 21 to Jul 22.
BP	Future years	From your project cash flow this is the likely cost to be invoiced beyond Jul 22.
BR	Variance	Check the Variance to assess if the project is over budget and if adjustment is required to the cash flow figures.

Completing the 'KPI Tracker'

Only certain projects are currently monitored and the KPI Tracker will only be sent direct to Project Managers who should be completing the documentation.

Again it is key to highlight any changes to the text so that this can be clearly identified by the PMO. Please highlight the cell that has been changed in Yellow and if any text is added please change the added text to **RED.** **All as shown below on the screen shot from the KPI Spread Sheet.**

Column Description	Requirement
Project Code	**Do not amend this cell in this column** This information will be inputted by the PMO.
Project	**Do not amend this cell in this column** This information will be inputted by the PMO.
Approved Budget	**Do not amend this cell in this column** This information will be automatically inputted from other worksheets.
Project Outturn	**Do not amend this cell in this column** This information will be automatically inputted from other worksheets.
Start on Site	**Do not amend this cell in this column** This information will be automatically inputted from other worksheets.
Complete on Site	**Do not amend this cell in this column** This information will be automatically inputted from other worksheets.
Forecast Completion Date	**Do not amend this cell in this column** This information will be automatically inputted from other worksheets.
Prg (programme) Fin (Finance) Pln (Planning) Risk (Risk) H & S (Health & safety)	These cells are to allow you to identify how the key elements of the project are trending with a simple arrow / colour. Consider the arrows below. ➡ No Change in the Reporting Period ⬆ Worsening (In Programme, Risk, Cost etc.) in the reporting period. ⬇ Improvement (In Programme, Risk, Cost etc.) The arrows should be coloured to indicate their RAG rating as follows: - **Green**: Progressing / performing as expected. **Amber**: Not performing as expected but is being managed. **Red**: Not performing requires immediate attention
Programme	This cell enables an update to be given on the project. The cell should be updated to reflect the current position and remove all redundant or changed information. If there has been a change in the reporting period then an explanation of the change (even an improvement) should be provided. As a minimum it is required to state '**No movement / change during the reporting period**'.
Finance	This cell enables an update to be given on the project. The cell should be updated to reflect the current position and remove all redundant or changed information. If there has been a change in the reporting period then an explanation of the change (even an improvement) should be provided. As a minimum it is required to state '**No movement / change during the reporting period**'.
Planning	This cell enables an update to be given on the project. The cell should be updated to reflect the current position and remove all redundant or changed information. If there has been a change in the reporting period then an explanation of the change (even an improvement) should be provided. As a minimum it is required to state '**No movement / change during the reporting period**'.

Column Description	Requirement
Risk	The key current project risk(s) should be included in this cell and identify the action to mitigate those risks. Again if there is any change in the period it should be highlighted in this cell. This cell is used to update the PEB on current programme risk and it is therefore key that it is updated to reflect current project status.
Health & safety	**This should identify any change to Health & Safety during the reporting period. A brief descriptive of any incidents that are worthy of report should be provided.** As a minimum it is required to state '**Nothing to report during the reporting period**'.