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### Programme Management Office

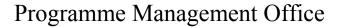


#### 0. Programme Management Office (PMO) Operation

The University of Leicester Department of Estates & Campus Services have established a Programme Management Office (PMO) that will assist with the oversight, management and compliance of governance for the planned capital programme, minor works and long term maintenance at the University of Leicester (UoL).

The Programme Management Office incorporates a set of bespoke tools and templates for the University. This folder contains the operational documents and outputs prepared by Arup in the course of developing and establishing a PMO function jointly with the University Estates & Campus Services team. The templates and methods presented can be used in the reporting and monitoring of any project and their use is not restricted to projects in the capital programme.

This document suite forms a 'CONTROL COPY HANDBOOK' which is to be held by identified members of the Estates Executive. Control copies are to be kept up-to-date with any approved revisions released by the PMO lead. The following contents page outlines the key sections of this Handbook.



### **ARUP**

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### Programme Management Office



### 0. Programme Management Office (PMO) Operation

The Programme Management Office function is to have a forward looking perspective, manage information on a regular basis and to assess and report on the performance of the programme. This enables the leadership to make timely and informed decisions on key issues based upon a consideration of the combined challenges of multiple projects running concurrently.

The success of the PMO relies on the Project Managers following the guidelines provided in the handbook and producing outputs highlighted within the PMO guidelines.

It is a requirement for the Project Managers to update the PMO Manager in order to report on the overall performance of the programme, highlighting any key risks, issues and decisions which need to be addressed. The PMO also defines the tracking and monitoring of the capital projects' finances.

### **PMO Operation Road Map**

A process map has been developed for the PMO reporting cycle, highlighting the monthly timeframe, activities, inputs from Project Managers / Finance and outputs from the PMO. The PMO reports are presented to Estates & Campus Services Leadership, responding to key decisions, issues, risks and changes for action by the Project Manager and reported upon on the next cycle.



# University of Leicester PMO PMO Operation Roadmap

Job No.

Author

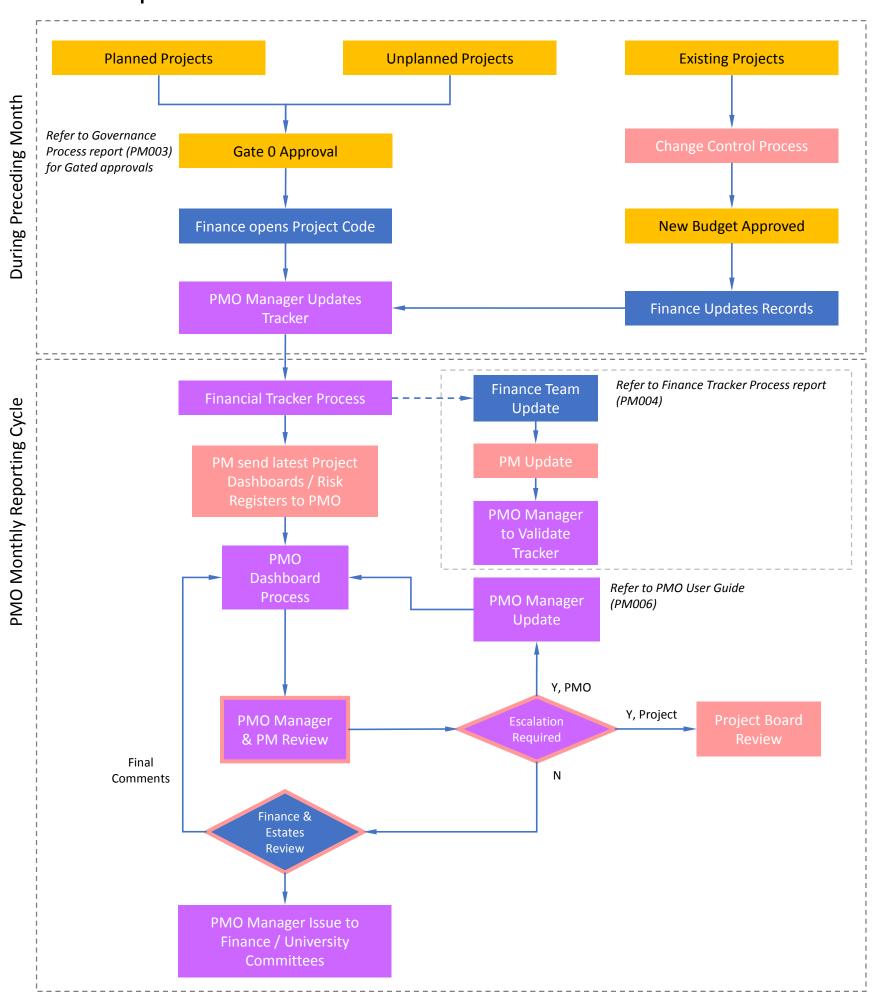
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### **PMO Roadmap**



Legend

Finance Department Project Manag



### Programme Management Office

### **PMO Operation**

### 1. Gateway Approvals Overview

The University are revising the Governance process for approving projects, in collaboration with Arup. The Governance process was proposed by Estates & Campus Services to the Corporate Portfolio Board, outlined in the "Estates and Campus Services Project and Programme Governance" paper; dated 23 May 2018. This initiative allows projects to be carefully considered through a gateway process, approved by relevant levels of authority (based on capital value) before proceeding. The reviews ensure proposed projects are only approved if they align to the University's objectives.

The Gateway approvals are outlined in this section of the folder, but are summarised below:

- Gateway 0 Strategic Business Case produced as an initial sense check to determine whether the project aligns with the University's strategic objectives and is a sensible undertaking (i.e. objectives are realistic and affordable). Sign off to start developing an Outline Business Case and Project Charter.
- **Gateway 1** Initial Investigation Document and business case produced. Sign off to start design; spending approximately 10% of approved budget.
- Gateway 2 Design complete and tenders are evaluated. Sign off to start construction; spending approximately 90% of approved budget.

# University of Leicester **Programme Management Office**Gated Process

PM003

Issue 02 | 2 August 2018



This report takes into account the particular instructions and requirements of our client. It is not intended for and should not be relied upon by any third party and no responsibility is undertaken to any third party.

Job number 260652-00

Ove Arup & Partners Ltd

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#### Appendix A

Stage Gate Process

#### Appendix B

**Approval Authority Limits** 

#### **Appendix C**

Governance Process Diagrams

#### Appendix D

Minor Works Reporting & Process

#### 1 Introduction

Arup have undertaken an exercise to develop and refine the governance process for sanctioning capital projects at the University of Leicester, working with key stakeholders at Estates and Campus Services.

A Gated process is based on Treasury Green Book guidance and industry best practice as used in many large public and private sector organisations. The Gated process provides:

- Clear governance through the life of every project
- Defines appropriate levels of authority for decision making
- Ensures agreement that the right scope is being delivered
- Has graded levels of authority to suit the project stage
- Provides a clear record of decisions taken.

The Gate reviews provide a fixed "go / no go" decision point. Between these Gates additional review points are required, usually at the end of each design stage, with the Project Board taking responsibility for alignment with the relevant project sanction.

This overlays with the governance process outlined by Estates & Campus Services to the Corporate Portfolio Board, in the "Estates and Campus Services Project and Programme Governance" paper; dated 23 May 2018. This is a supplementary report, focusing specifically on the key decisions and information provided for each Gate. Process diagrams are provided for reference in the appendices, outlining the pathways and levels of authority for each committee; but for further detail, please see the "Estates and Campus Services Project and Programme Governance" paper.

As a separate exercise, Arup was asked to look specifically at the governance surrounding Minor Works projects, as they had their own unique challenges. This is outlined within Appendix D.

#### 2 **Gate 0**

Gate 0 provides a simple review of very basic information. It is a sanity check to ensure that it is worth spending time, effort and money on the initial stages of a potential project. For larger projects, there will usually be a need to appoint an external design team to undertake a feasibility study and options report. Surveys and site investigations will probably need to be started (but not necessarily completed).

Therefore, the Gate 0 review also needs to confirm and instigate the approvals steps for appointing these external support organisations. Cost and time estimates at this stage can only be very rudimentary because the project scope needs to be developed and there are many unknowns.

Projects originating from the University Colleges should be prioritised internally by the College Heads with assistance from Estates and Campus Services. At Gate 0 a cost estimate (+/- 40% certainty) and Strategic Business Case (for projects over £250k) should be produced for approval. Sanction of Gate 0 releases money to undertake an initial brief, feasibility and optioneering. Work cannot commence past Gate 0 until formal sign off is achieved.

#### **3** Gate 1

By this stage the scope and user requirements should be well defined and final handover / acceptance criteria defined. The design will either not have started (smaller projects) or be at a very early stage (larger projects) so the cost estimate will still have a wide level of uncertainty, typically +/- 25% (refer to Contingency Management Report, PM001) or wider depending on complexity and scale. The level of cost uncertainty will continue to remain high until the completion of RIBA 3 (Developed Design), post Gate 1 approval. The overall project programme (timeline) should be defined and baselined at this point.

Gate 1 confirms that the project is aligned with the business need and that the anticipated cost and time is reasonable. It only provides sanction to spend money up to, but not including, the appointment of a contractor. An Outline Business Case and Project Charter should be produced, along with the "not to exceed" budget (upper limit of the cost estimate range) for approval by the highest relevant level of authority to proceed past Gate 1.

Beyond Gate 1 all changes to scope or user requirements should only be made with approval from the relevant committee outlined in the "Approval Authority Limits for Project Changes after Gate 1" table (Appendix A). All changes to scope, time or budget after Gate 1 must be recorded and approved.

#### 4 **Gate 2**

Gate 2 is the final go / no go Gate and provides sanction to appoint the construction contractor. It enables the expenditure of circa 90% of the project budget and should be approved by the Physical Environment Board (delegated authority) unless it is higher than the "not to exceed" budget at Gate 1. Approval of expenditure over the "not to exceed" budget is sanctioned by the relevant committee outlined in the "Approval Authority Limits for Project Changes after Gate 1" table (Appendix A).

A Full Business Case should be completed to confirm business need and alignment between costs, revenue and resources. At this time, the scope will be finalised, tender costs known and the timescales supported by a construction tender. This information should be included in the Full Business Case.

After Gate 2 there are no further go / no go decision points though in some cases the highest authority level may decide to terminate the project for any reason. Obviously, there will be contractual consequences of such termination but these are covered by standard contract conditions.

During construction and handover, the project should be kept under regular review by the project management team and the Project Board. Higher level governance would only be needed if some change or unforeseen circumstance exceeds the limits of authority of these custodians.

### **Appendix A**

**Gated Process** 

### **A1** Stage Gate Process

PM003 | Issue 02 | 2 August 2018 Page A1

### Appendix B

Approval Authority Limits

### **B1 UoL Approval Authority Limits**

### **Appendix C**

Governance Process Diagrams

### C1 Major Works Process

### **C2 Minor Works Process**

### **Appendix D**

Minor Works Reporting & Process

Page D1

### D1 Working Session Outputs

University of Leicester PMO Governance & Gateways

Job No.

Author

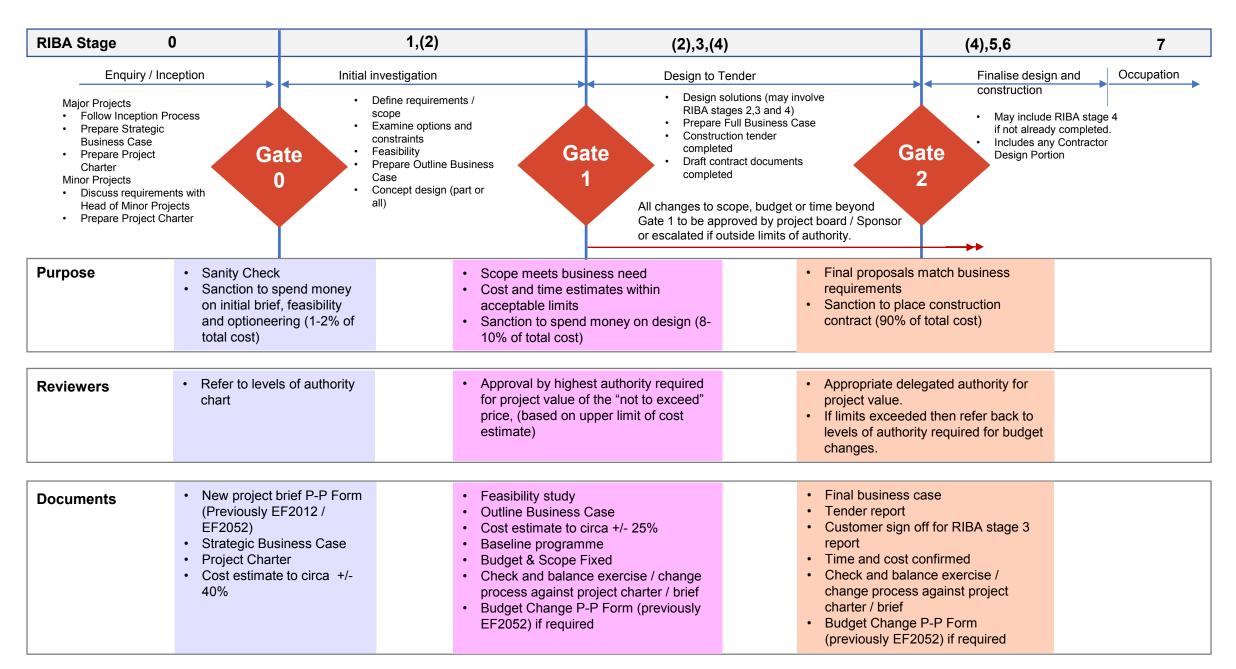
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#### **Stage Gate Process**



Notes: Business Case – covers all aspects of the college / school goals, benefits and costs

Project Charter – covers the building elements needed to support the business case



# University of Leicester PMO Governance & Gateways

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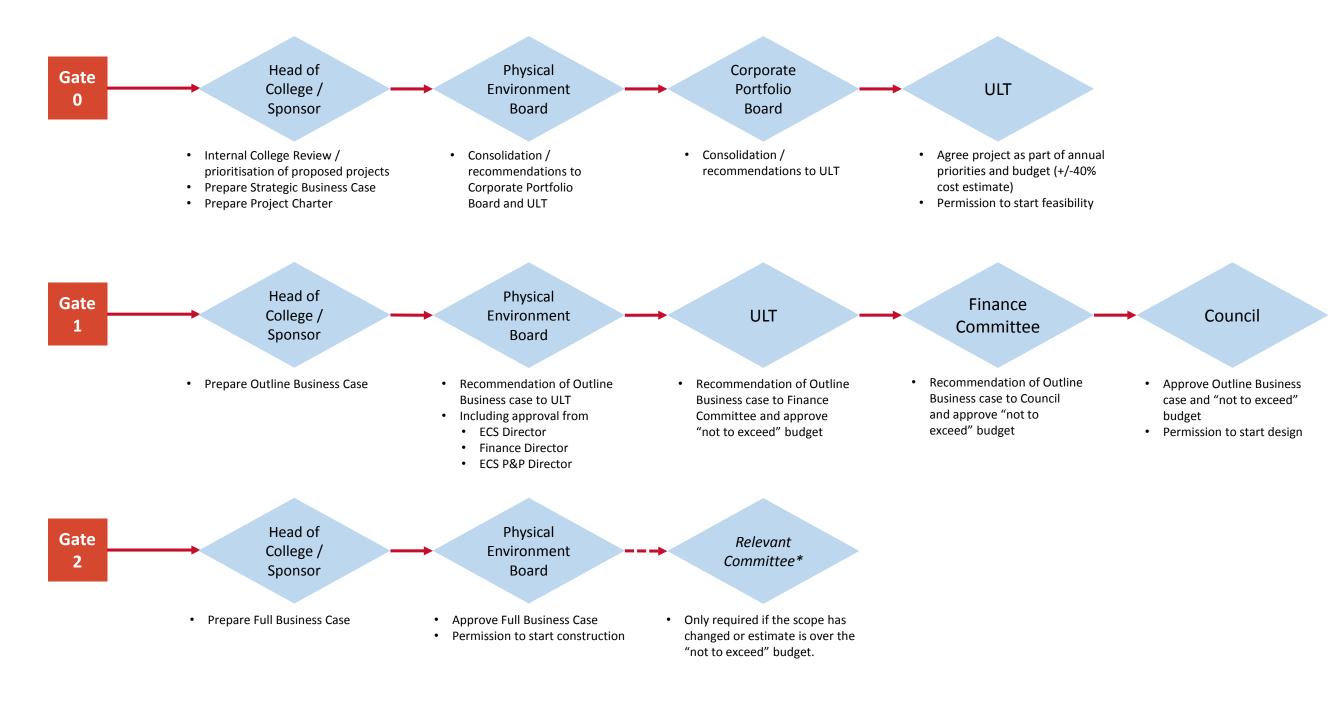
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26-Jul-18

Revision:

### **Approval Authority Limits for > £5m Projects**



- Acronyms: University Leadership Team (ULT), Estates & Campus Services (ECS), Programme & Project (P&P)
- Gateways to be approved by each committee in turn.
- Gate 2 to be approved by Physical Environment Board as delegated authority, provided the scope has not changed and under the "not to exceed" budget approved at Gate 1.
- \*Only required if the scope has changed or estimate is over the "not to exceed" budget. See Approval Authority Limits for Project Changes after Gate 1 table for the relevant committee.



## University of Leicester PMO Governance & Gateways

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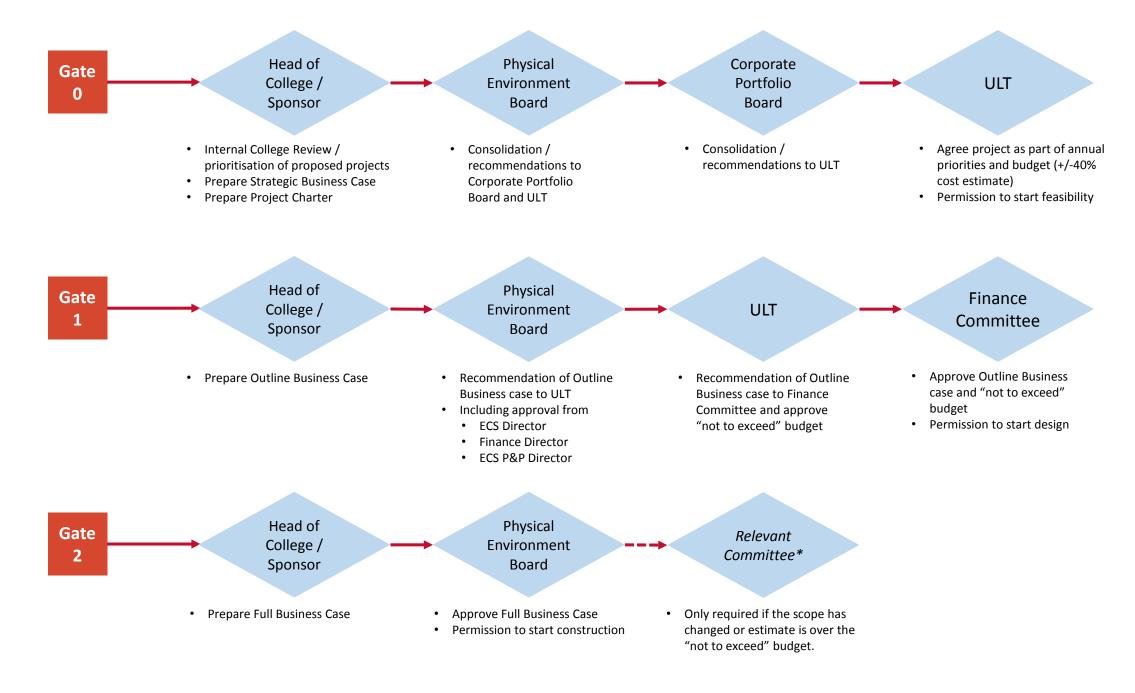
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26-Jul-18

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#### Approval Authority Limits for £1m - £5m Projects



- Acronyms: University Leadership Team (ULT), Estates & Campus Services (ECS), Programme & Project (P&P)
- Gateways to be approved by each committee in turn.
- Gate 2 to be approved by Physical Environment Board as delegated authority, provided the scope has not changed and under the "not to exceed" budget approved at Gate 1.
- \*Only required if the scope has changed or estimate is over the "not to exceed" budget. See Approval Authority Limits for Project Changes after Gate 1 table for the relevant committee.



# University of Leicester PMO Governance & Gateways

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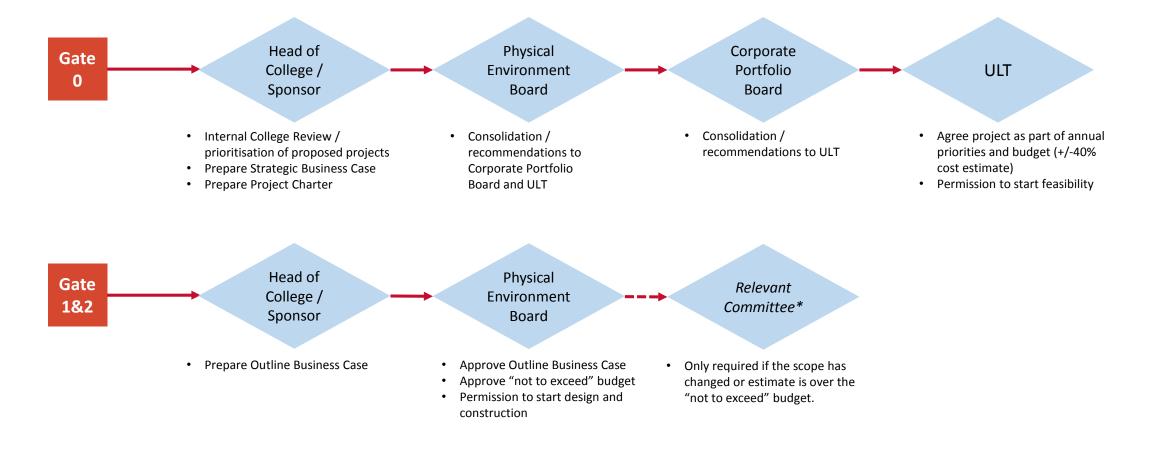
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Date: 26-Jul-18

Revision: 04

### Approval Authority Limits for £500k - £1m Projects



- · Acronyms: University Leadership Team (ULT)
- Gateways to be approved by each committee in turn.
- Gate 2 to be approved by Physical Environment Board as delegated authority, provided the scope has not changed and under the "not to exceed" budget approved at Gate 1.
- \*Only required if the scope has changed or estimate is over the "not to exceed" budget. See Approval Authority Limits for Project Changes after Gate 1 table for the relevant committee.



University of Leicester PMO Governance & Gateways

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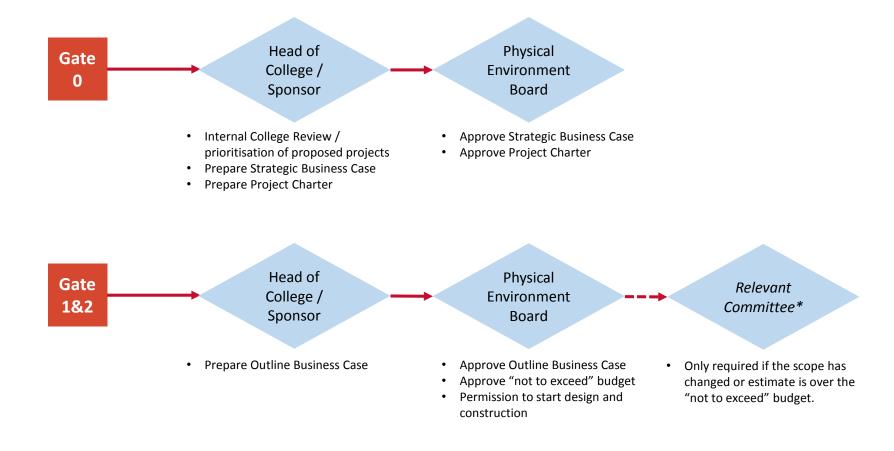
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Author

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### Approval Authority Limits for £250k - £500k Projects



- Gateways to be approved by each committee in turn.
- Gate 2 to be approved by Physical Environment Board as delegated authority, provided the scope has not changed and under the "not to exceed" budget approved at Gate 1.
- \*Only required if the scope has changed or estimate is over the "not to exceed" budget. See Approval Authority Limits for Project Changes after Gate 1 table for the relevant committee.



# University of Leicester PMO Governance & Gateways

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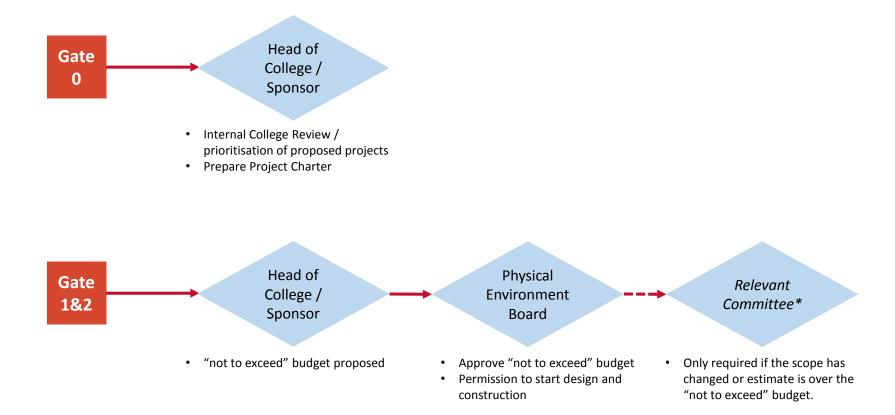
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Revision: 04

### **Approval Authority Limits for < £250k Projects**



- Gateways to be approved by each committee in turn.
- Gate 2 to be approved by Physical Environment Board as delegated authority, provided the scope has not changed and under the "not to exceed" budget approved at Gate 1.
- \*Only required if the scope has changed or estimate is over the "not to exceed" budget. See Approval Authority Limits for Project Changes after Gate 1 table for the relevant committee.

# University of Leicester PMO Governance & Gateways

Job No.

Date:

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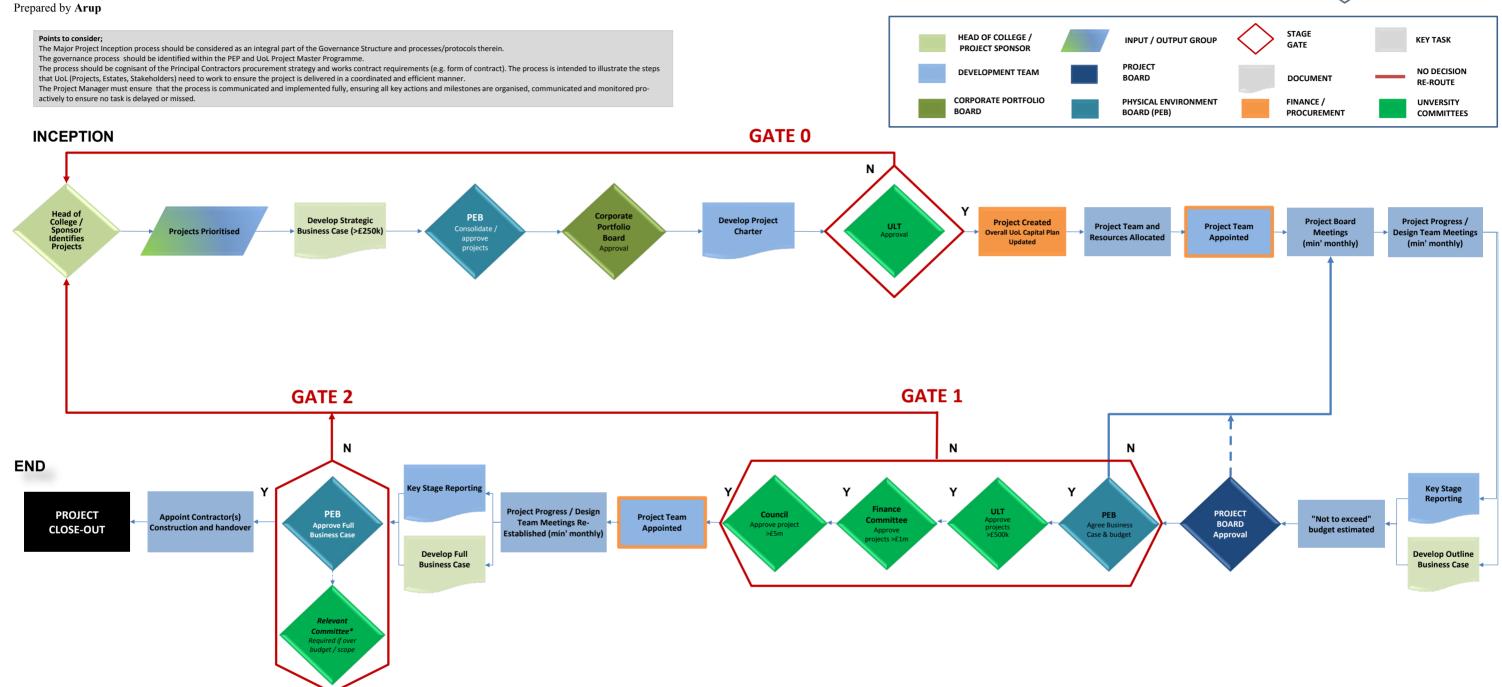
### **Approval Authority Limits for Project Changes after Gate 1**

Original Approved Budget	Change in scope only (no financial impact)	Budget increase > 10%	Budget increase 10% - 20% of original budget	Budget increase of 20% or more
Over £5m	ULT	ULT FC notified	FC	Council
£1m - £5m	PEB	ULT FC notified	FC	FC
£500k - £1m	Project Sponsor* & Dir P&P or Dir Asset Mgt	Dir Finance & Dir ECS	PEB	PEB
£250k - £500k	Project Sponsor* & Dir P&P or Dir Asset Mgt	DD Finance & Dir P&P	Dir Finance & Dir ECS	Dir Finance & Dir ECS
£0 - £250k	Dir P&P or Dir Asset Mgt	Dir Asset Mgt DD Finance & Dir P&P DD Finance & Dir l		Dir Finance & Dir ECS

- As outlined within "Estates and Campus Services Project and Programme Governance" paper (dated; 23 May 2018)
- \*Project Sponsor will be either College Director of Operations (if College funded) or Director of Estates & Campus Services where funded centrally

#### MAJOR PROJECT INCEPTION - PROPOSED PROCESS (Rev Arup1.3) 31 July 2018





\*Note: For relevant Committee to approve changes, please see "Approval Authority Limits for Project Changes after Gate 1" table, within the Governace and Gateways Stage Gate document.

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Your feedback is welcome and encouraged. Please e-mail to:

Stat Aids@yahoo.com

#### MINOR WORKS PROJECT INCEPTION - PROPOSED PROCESS (Rev Arup1.2) 24 July 2018



#### Prepared by Arup

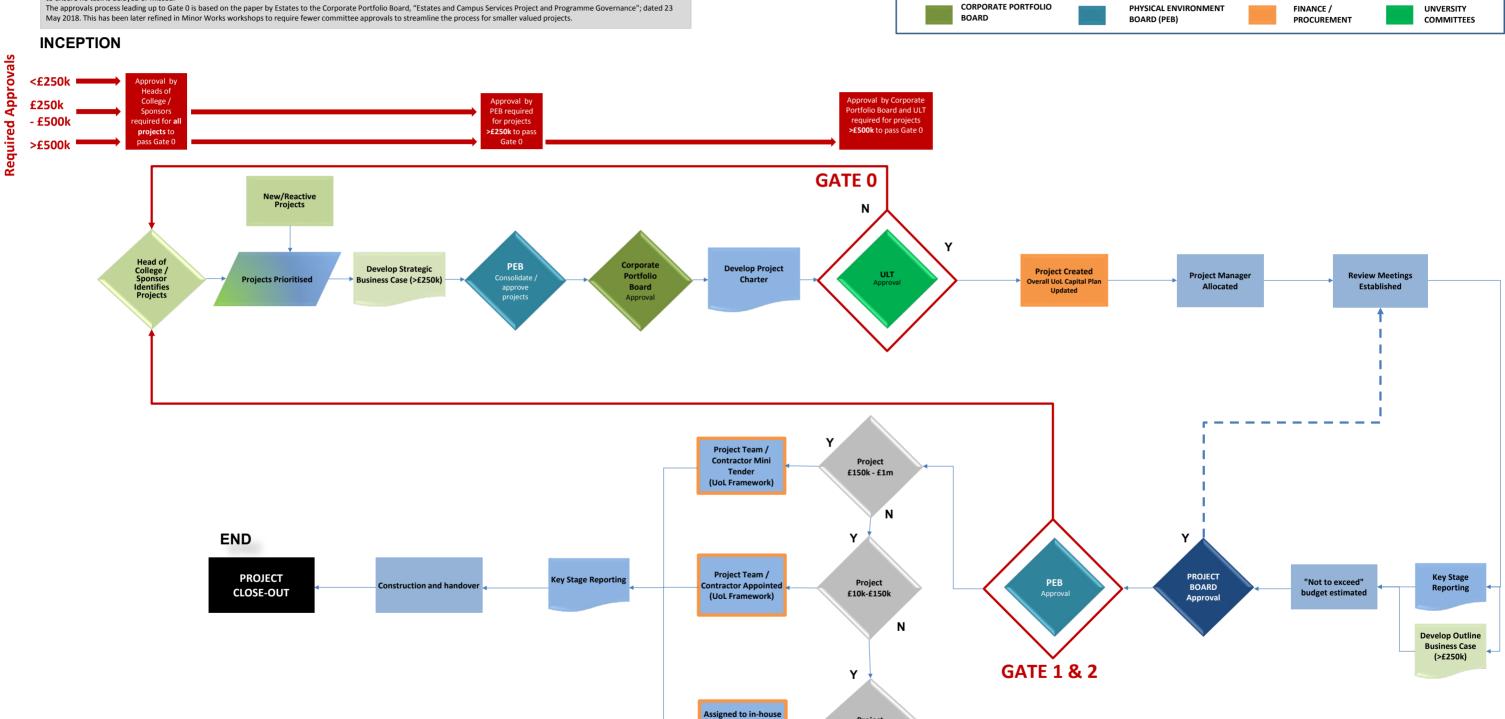
Points to consider;
The Minor Project Inception process should be considered as an integral part of the Governance Structure and processes/protocols therein.

The governance process should be identified within the PEP and UoL Project Master Programme.

The process should be cognisant of the Principal Contractors procurement strategy and works contract requirements (e.g. form of contract). The process is intended to illustrate the steps that UoL (Projects, Estates, Stakeholders) need to work to ensure the project is delivered in a coordinated and efficient manner.

The Project Manager must ensure that the process is communicated and implemented fully, ensuring all key actions and milestones are organised, communicated and monitored pro-actively to ensure no task is delayed or missed.

#### STAGE HEAD OF COLLEGE / INPUT / OUTPUT GROUP **KEY TASK** GATE PROJECT SPONSOR PROJECT NO DECISION **DEVELOPMENT TEAM** DOCUMENT RE-ROUTE CORPORATE PORTFOLIO PHYSICAL ENVIRONMENT UNVERSITY FINANCE / BOARD (PEB) PROCUREMENT COMMITTEES



Project <£10k

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Date:

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260652-00

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### PMO - Minor Works Reporting & Process

Working Session No. 1 & No. 2 Outputs



260652-00 AD/SY 02-Aug-18

Date: 02-Aug Revision: 04

### Key Observations with Minor Projects Delivery

The team delivering the Minor Works Projects at the University have highlighted the following key points. A number of these points are addressed through the new UoL Contractor Framework and these are 'grey scaled'. Points still to be addressed are supported by the proposed process map within this pack.

- Initial 'Brief Form' is often incomplete and/or incorrect
- Lack of consistency in approach across project
- Insufficient project information provided
- Cost of works has to be established by a QS on limited information
- Works do not typically follow the RIBA Stages
- Minor Works Framework is in place
- University T&Cs are often used and included in the purchase order
- Maintenance works are processed using a service desk and 2 technicians for small works (<£5k)</li>
- Typically, projects above £50k will be contracted using JCT minor works contracts
- Principal Designer roles are undertaken both in-house and externally
- Principal Designer competencies and assessment of suitability could be further developed
- No term contracts in place
- Standardised products, palette of materials, specifications not in place
- Preferred supplies list not established



260652-00 AD/SY 02-Aug-18

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Date: 02-Revision:

#### Workshop No 1

A workshop was undertaken with key UoL staff in reviewing the way Minor Works Projects are identified, managed and procured. An overarching issue with how these projects are captured/identified in the first instance and how they are managed, resourced, financed and delivered formed part of the evolving discussion.

Some of the key points captured were:

- Minor projects can be categorised on the basis of complexity and size known as 'Project Attributes'
- Low, Medium and High volumes of projects were identified once project types were categorised
- The procurement routes for the various 'Project Attributes' were outlined and use of frameworks and in-house resourcing through a help desk identified

#### Workshop No 2

The next workshop will consider the range of projects, identification of projects and governance.

The following slides capture the initial discussion and identified of Project Attributes in Workshop No 1 and No 2.

Date:

260652-00 AD/SY 02-Aug-18

04 Revision:

### **Minor Projects Delivery – Developing Project Categorisation**

Complexity	Project Size			
	0 - £5K - £10k	£5K £10k - £25k	£25k - £100k	£100k - £250k
<ul> <li>Limited complexity</li> <li>Low risk</li> <li>Some stakeholder management</li> </ul>	Interior Fit-out Groundworks Small Equipment Install Disabled Access Requirements	Interior Fit-out Groundworks Small Equipment Install Disabled Access Requirements	Interior Fit-out Office Fit-out Equipment Installation Infrastructure	Interior Fit-out Laboratories Office Fit-out Infrastructure
<ul> <li>Some complexity</li> <li>Medium risk</li> <li>Key stakeholder management</li> </ul>	Interior Fit-out Small Power Install Infrastructure	Interior Fit-out Small Power Install Infrastructure Upgrades	Refurbishments Residential Laboratories Teaching Spaces Infrastructure	New Build Refurbishment Residential Laboratories Teaching Spaces Infrastructure
<ul> <li>Complex</li> <li>High risk</li> <li>Complex</li> <li>stakeholder</li> <li>management</li> </ul>		Teaching Spaces (lecture rooms, technical spaces, etc) Infrastructure Utility Installation	Refurbishments Residential Laboratories Teaching Spaces Infrastructure Utility Upgrades	Major New Build Major Refurbishment Residential Teaching Spaces Major Plant Utility Upgrades

260652-00 AD/SY 02-Aug-18

Date: 02-Aug Revision: 04

### **Minor Projects Delivery – Developing Project Categorisation (Workshop 1)**

	Complexity	Project Size			
		0 - £5k - £10k	£5K £10k - £25k	£25k - £100k	£100k - £250k
High Volume of Low Complexity Projects	<ul> <li>Limited complexity</li> <li>Low risk</li> <li>Some stakeholder management</li> </ul>	Interior Fit-out Groundworks Small Equipment Install Disabled Access Requirements	Interior Fit-out Groundworks Small Equipment Install Disabled Access Requirements	Interior Fit-out Office Fit-out Equipment Installation Infrastructure	Interior Fit-out Laboratories Office Fit-out Infrastructure
High Volume of Some Complexity Projects	<ul><li>Some complexity</li><li>Medium risk</li><li>Key stakeholder management</li></ul>	Interior Fit-out Small Power Install Infrastructure	Interior Fit-out Small Power Install Infrastructure Upgrades	Refurbishments Residential Laboratories Teaching Spaces Infrastructure	New Build Refurbishment Residential Laboratories Teaching Spaces Infrastructure
Low Volume of Complex Projects	<ul><li>Complex</li><li>High risk</li><li>Complex stakeholder management</li></ul>	-	Teaching Spaces (lecture rooms, technical spaces, etc) Infrastructure Utility Installation	Refurbishments Residential Laboratories Teaching Spaces Infrastructure Utility Upgrades	Major New Build Major Refurbishment Residential Teaching Spaces Major Plant Utility Upgrades









Medium number of Projects

Medium number of Projects

High number of Projects



Date:

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Revision: 04

# Minor Projects Delivery – Developing Project Categorisation Workshop No 1 Output

Complexity	Project Size			
	0 - £5K - £10k	£8k £10k - £25k	£25k - £100k	£100k - £250k
<ul> <li>Limited complexity</li> <li>Low risk</li> <li>Some stakeholder management</li> </ul>	High Volume of Projects	High Volume of Projects	Low Volume of Projects	High Volume of Projects
<ul> <li>Some complexity</li> <li>Medium risk</li> <li>Key stakeholder management</li> </ul>	Low Volume of Projects	Medium Volume of Projects	Low Volume of Projects	High Volume of Projects
<ul><li>Complex</li><li>High risk</li><li>Complex stakeholder management</li></ul>	-	Low Volume of Projects	Low Volume of Projects	Low Volume of Projects

Date:

260652-00 AD/SY 02-Aug-18

Revision: 04

## **Minor Projects Delivery – Developing Project Categorisation Analysis of Projects included on the Financial Tracker**

UNIVERSITY OF LEICESTER

Prepared by Arup

Complexity	Project Size			
	0 - £5k		£25k - £100k	£100k - £250k
<ul> <li>Limited complexity</li> <li>Low risk</li> <li>Some stakeholder management</li> </ul>	Medium Volume of Projects	High Volume of Projects	High Volume of Projects	Medium Volume of Projects
<ul> <li>Some complexity</li> <li>Medium risk</li> <li>Key stakeholder management</li> </ul>	Low Volume of Projects	High Volume of Projects	High Volume of Projects	Medium Volume of Projects
<ul><li>Complex</li><li>High risk</li><li>Complex stakeholder management</li></ul>	-	Low Volume of Projects	Low Volume of Projects	Low Volume of Projects

Date:

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# Minor Projects Delivery – Developing Project Categorisation Workshop No 2

Complexity	Project Size			
	0 - £10k	£10k - £25k	£25k - £100k	£100k - £250k
<ul><li>Limited complexity</li><li>Low risk</li><li>Some stakeholder management</li></ul>	High Volume of Projects	High Volume of Projects	Medium Volume of Projects	Medium Volume of Projects
<ul> <li>Some complexity</li> <li>Medium risk</li> <li>Key stakeholder management</li> </ul>	Low Volume of Projects	Medium Volume of Projects	Medium Volume of Projects	Medium Volume of Projects
<ul><li>Complex</li><li>High risk</li><li>Complex stakeholder management</li></ul>	-	Low Volume of Projects	Low Volume of Projects	Low Volume of Projects

Date:

Revision:

260652-00 AD/SY

02-Aug-18 04

## Minor Projects Delivery – Developing Project Categorisation Procurement of Works Through UoL Framework

Complexity	Project Size			
	0 - £10k	£10k - £25k	£25k - £100k	£100k - £250k
<ul> <li>Limited complexity</li> <li>Low risk</li> <li>Some stakeholder management</li> </ul>	UoL In-house Technicians / UoL Framework	Interior Fit-out Groundworks Small Equipment Install Disabled Access Requirements	Interior Fit-out Office Fit-out Equipment Installation Infrastructure	Interior Fit-out Laboratories Office Fit-out Infrastructure
<ul> <li>Some complexity</li> <li>Medium risk</li> <li>Key stakeholder management</li> </ul>	Interior Fit-out Small Power Install Infrastructure	Interior Fit-out Small Power Install Infrastructure Upgrades	Refurbishments Residential Laboratories Teaching Spaces Infrastructure	New Build Refurbishment Residential Laboratories Teaching Spaces Infrastructure
<ul><li>Complex</li><li>High risk</li><li>Complex stakeholder management</li></ul>	-	Teaching Spaces (lecture rooms, technical spaces, etc) Infrastructure Utility Installation	Refurbishments Residential Laboratories Teaching Spaces Infrastructure Utility Upgrades	Major New Build Major Refurbishment Residential Teaching Spaces Major Plant Utility Upgrades

Building Fabric Maintenance and Minor Works Framework Agreement

• Large £500k - £1m (3 contractors on Framework, appointment by mini tender)

• Medium £150k - £500k (5 contractors on Framework, appointment by mini tender)

• Small £10k - £150k (5 contractors, can be appointed single source from the Framework)

• For projects under £10k, this is either directed to in-house technicians or can be single source procured from any contractor (not necessarily on the Framework).

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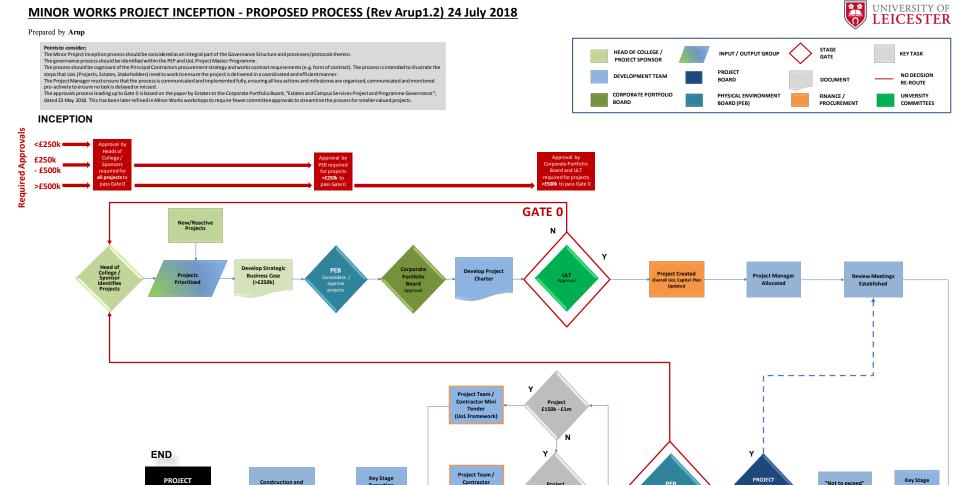
Reporting

Develop Outline **Business Case** (>£250k)

budget estimated

## MINOR WORKS PROJECT INCEPTION - PROPOSED PROCESS (Rev Arup1.2) 24 July 2018

CLOSE-OUT



ssigned to in-hous technicians /

£10k-£150k

Υ

<f10k

**GATE 1 & 2** 

Reporting



Job No. 260652-00 Author Date:

AD/SY 02-Aug-18

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Revision:

## Key Definitions and Upper Limits for Minor Works Projects

The following are highlighted in the development of an approach to managing Minor Works Projects.

- Process is based on the "Estates and Campus Services Project and Programme Governance" paper; dated 23 May 2018
- Workshop No 1 and No 2 on Minor Works
- Review of existing process
- Analysis of all projects added to the Financial Tracker would suggest slight variations in volumes of projects under each category
- A definition is required for identifying when a project is allocated as a Minor Works projects
- The proposed approach is to consider projects in the range of £0 £250k
- The Project Inception Process, based on the "Estates and Campus Services Project and Programme Governance" paper to be amended such that the requirement for a business case will be for projects of value £250k and above before Gate 0
- Project categorisation and procurement route are defined



## Programme Management Office



## **PMO Operation**

## 2. Escalation Process Diagram

An escalation process diagram has been developed by Estates and Campus Services to determine the levels of authority to approve a project that is requesting a change in scope or increase in budget.

These diagrams can be found in Appendices E and F within the "Estates and Campus Services Project and Programme Governance" paper (dated 23 May 2018) that was issued for internal UoL review and acceptance.

A copy of the paper is attached for references purposes.

### **UNIVERSITY OF LEICESTER**

### CORPORATE PORTFOLIO BOARD

### 23 May 2018

## **Estates and Campus Services Project and Programme Governance**

## 1. Purpose of the report

- 1.1. To propose an amended governance framework for the University to apply to the planning, prioritising, budgeting and approvals for estates investment in land, property and infrastructure.
- 1.2. To clarify the relationship between estates projects and broader programmes of work which inform these projects, specifically through the development of the Corporate Portfolio Management Office (CPMO).
- 1.3. The paper identifies synergies between the work of Estates and Campus Services (ECS), the CPMO and other University teams, and recommends opportunities to improve and streamline processes, particularly around planning and governance.

## 2. Introduction and background

- 2.1. The University seeks to continuously improve its corporate governance in respect of capital investment decisions covering land and property transactions together with funding for building infrastructure, refurbishments, long term maintenance and minor works.
- 2.2. The University regards the successful management of its estate as a core component of its infrastructure to ensure that it continues to meet new requirements or to meet revised or new standards. In this respect it requires clear and accountable governance for the management of decisions related to land, property, buildings and infrastructure maintenance and minor works.
- 2.3. The delivery of an effective and integrated approach to estates and capital expenditure is required to ensure resources are approved in light of an appropriate level of information which ensures decisions are made in the context of statutory and legal requirements, strategic fit and the effective management of major risks or responses to commercial opportunity or competitive advantage.
- 2.4. To support the University's Physical Environment Strategy, the University has developed a capital programme to invest around £500m in order to transform its estate.
- 2.5. The current condition of a number of properties means that some urgent work is required to deliver improvements, particularly from a compliance and safety perspective.
- 2.6. There is considerable pressure to deliver a high quality student experience, particularly through teaching and other activities within Colleges. The physical environment plays an important part in fostering a vibrant, collaborative academic community while enabling modern styles of pedagogy. The capital programme also needs to support student experience

- more broadly by providing spaces that create a stronger sense of belonging through inspirational design and logical co-location of departments and services.
- 2.7. At the same time, Leicester is a research-intensive institution with world-class strengths in a number of areas. In order to support the research agenda, investment is required in a number of key facilities, or alternative spaces provided through new build projects such as the proposed Space Park and Multi-Disciplinary Laboratory.
- 2.8. There are therefore significant demands on the budget available and careful management is required to ensure that the capital programme of major projects, as well as the wide range of smaller works, delivers maximum benefit to the University.
- 2.9. This paper sets out a proposed governance structure under which estates projects of all sizes will be delivered. It also proposes a process for reviewing and approving new projects not currently included in estates plans.

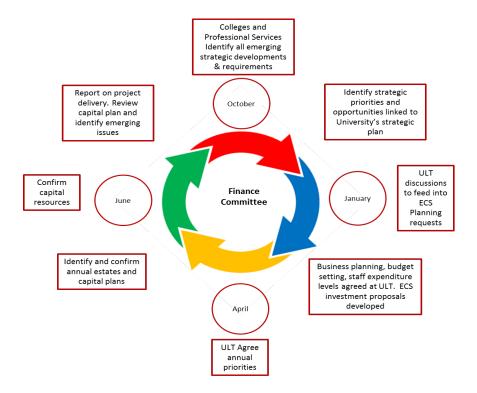
#### 3. Governance

- 3.1. The required governance for estates projects and programmes comprises three components; (i) strategic planning; (ii) financial authority and (iii) programme delivery.
- 3.2. The objectives are to:-
  - 1. Develop a clear, robust and transparent governance system;
  - 2. Ensure effective planning to a high quality within target timelines to deliver the projects and programmes;
  - 3. Provide clear and repeatable processes, tools and templates, with clear roles and responsibilities for individuals;
  - 4. Define a process that ensures engagement and communication with the required stakeholders, ensures accountability, corrals the correct information at the right time and delivers smart and well thought through projects for and through approval and up to the point of execution;
  - 5. Develop a transparent means of prioritising projects together with a financial assessment of the benefit of proposed projects (eg ROI/ NPV) that integrates with the University's strategy;
  - 6. Establishes approval gateways for key project stages, linked to a developing business case which is updated for each stage of the approvals process and aligned with the project charter. The business case should set out the key benefits to be realised from every project, the resources required to deliver it, risks and constraints;
  - 7. Develop a means of tracking the status of projects through the approvals process with improved status reporting and financial indicators to provide a single source of truth for all projects.

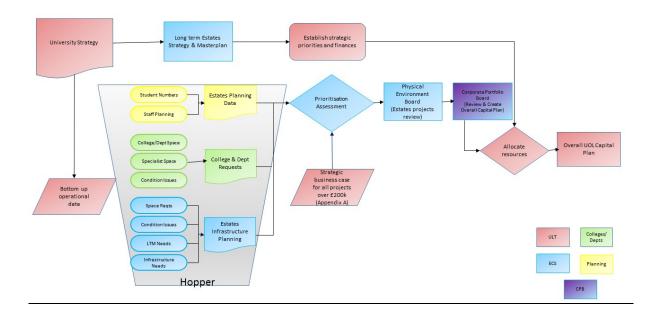
### 3.3. Strategic planning

3.3.1. To ensure the estates programme is focused on supporting the University's strategic plan and its subordinate strategies, prioritisation is essential. This may mean that not all project proposals are progressed. The responsibility for this prioritisation exercise should sit with ULT, supported by Estates and Campus Services (ECS) and Finance. It is proposed that Corporate Portfolio Board should make the initial recommendations to ULT for approval.

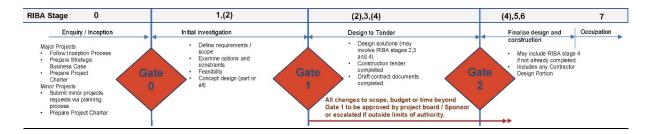
- 3.3.2. The University planning process includes an opportunity to review the capital programme within the timeline (Dec Feb as per the planning process for financial year 18/19) however this is primarily a financial accounting procedure. There is no clearly articulated process through which project proposals can be put forward as part of area plans.
- 3.3.3. Minor works projects can currently come to ECS through an annual review of priorities conducted by the Space Management team in conjunction with Colleges, or, more typically, through ad hoc requests using the Works Request Form. It is proposed that this new process supersedes existing processes relating to Minor Works.
- 3.3.4. As such, all new proposed estates projects or programmes would come through the annual planning round in the way described in this Section.
- 3.3.5. The current timescales within the planning round are predicated on the capital programme being updated, based purely on institutional priorities and are out of sync with College, PVC and Professional Services area plan development. As such, an initial review of all estates project requests should take place once the first draft area plans have been submitted so that new ideas can be evaluated alongside existing plans. Within the current planning process, this would fit with the annual February/March ULT strategic workshops.
- 3.3.6. To enable ULT to compare project proposals on an equal footing, it will be important to have Strategic Business Cases for each of the projects under consideration that are anticipated to cost in the region of £1m or above (capital and operating costs over the lifecycle of the project). The estimated cost will be prepared using desktop benchmark costs and are anticipated to be to an accuracy of +/- 40%. The Strategic Business Case will enable ULT to ascertain whether the projects meets the University's strategic priorities and is affordable within the overall financial envelope. At this stage, minimal information will be available regarding likely cost, programme, risk etc. and ULT will be required to establish priorities based on the positive contribution of each project towards delivering the University's strategic plan.
- 3.3.7. We therefore propose the following planning cycle which should be undertaken to include all emerging requirements for a minimum three year planning cycle:



- 3.3.8. Each College or Division will be responsible through their Head of College or Director for developing strategic business cases. A local prioritisation process will be undertaken taking account of local (through Portfolio Review, for example) and corporate strategic objectives. The College or Divisional priorities will be submitted to the Physical Environment Board (PEB) for consolidation and escalated to Corporate Portfolio Board, then ULT, for prioritisation. To assist in achieving a consistent approach, a business case template is required which is included in Appendix A. The review of Strategic Business Cases forms Gate 0 of the Gateways and Governance process (see Section 3.3.14).
- 3.3.9. This cycle will be supported by the following process:



- 3.3.10. This paper relates specifically to project proposals that would sit within the estates programme of works. The process articulated above should also be adopted for non-estates projects so that all major spend across the University can be considered holistically by ULT within the annual planning process.
- 3.3.11. The prioritisation exercise will yield a number of projects which are to be progressed to outline business case stage with a view to obtaining financial approval. A Project Charter will be required which will denote scope, high level cost estimate and the costs, primarily in the form of design and consultancy fees to develop the project through to the outline business case stage. Authorisation to spend fees in order to achieve this level of information will be required at Gate 0.
- 3.3.12. It is proposed that the outline business case progresses through the University's governance structure as per the financial authority limits described in section 3.4. The preparation of the outline business case aligns with Stages 1-2 of the RIBA Plan of Work. Whilst this offers some degree of cost certainty, detailed designs will not be developed at this point, nor will any proposal be market tested. It is therefore proposed that the outline business case contains an estimated cost and a 'not to exceed' budget. The appropriate committees will be asked to approve an outline business case against the 'not to exceed' budget, and in doing so delegate financial management of the project to the Physical Environment Board as long as it remains within that upper limit. The approval of the outline business case is Gate 1, as articulated in Section 3.3.14. An outline business case template is provided in Appendix B.
- 3.3.13. Projects which pass through Gate 1 are then developed through to full business case, aligned to Stages 3 and 4 of the RIBA Plan of Work. This exercise will offer a high degree of certainty around cost and programme, and will enable the project to go forward for planning submission. The full business case will be reviewed and signed off by the Physical Environment Board provided that there are no financial or change control requirements triggered through further development of the design. This is Gate 2, as articulated in Section 3.3.14.
- 3.3.14. The Gateway process is articulated in the diagram shown below:-



## 3.4. <u>Financial authority</u>

3.4.1. Each case requires a Project Sponsor who would normally be the person to be held accountable for the delivery of the estates project on behalf of the College/Division. They will be required to present at the relevant approval meeting. It is the responsibility of each College or Division to identify the need but they will be required to develop option appraisals (particularly in relation to new space requirements) with relevant service providers.

3.4.2. The University has an established governance structure for approving expenditure on capital projects. This paper seeks to change the financial approval process (based on information available at Gate 1, as articulated in Section 3.3.12) as follows:-

	New project included on approved annual capital programme (within budget)	New project included on approved annual capital programme (over budget)
Over £5m	Council	Council
£1m - £5m	Finance Committee	Finance Committee
£500k - £1m	ECS Director + Finance	ULT + Estates Steering
	Director	Group + Sponsor
£200k -	PEB	PEB + Sponsor
£500k		
£0 - £200k	ECS P&P Director or	ECS P&P Director or
	ECS Asset Director +	ECS Asset Director +
	Finance BP	Finance BP

- 3.4.3. The process is articulated in diagrammatic form in Appendix E
- 3.4.4. The complexity of the capital programme and the level of expenditure is unprecedented at the University, justifying an increased level of scrutiny, particularly from a financial perspective.
- 3.4.5. Robust management of change is required throughout the project lifecycle
- 3.4.6. Change will be approved as follows:-

Original	Change in scope	Budget increase	Budget increase	Budget increase
Approved	only (no	> 10%	10% - 20% of	of 20% or more
Budget	financial impact)		original budget	
Over £5m	ULT	ULT	FC	Council
		FC notified		
£1m - £5m	PEB	ULT	FC	FC
		FC notified		
£500k - £1m	Proj Sponsor* &	Dir Finance &	PEB	PEB
	Dir P&P or Dir	Dir ECS		
	Asset Mgt			
£200k - £500k	Proj Sponsor* &	DD Finance &	Dir Finance &	Dir Finance &
	Dir P&P or Dir	Dir P&P	Dir ECS	Dir ECS
	Asset Mgt			
£0 - £200k	Dir P&P or Dir	DD Finance &	DD Finance &	Dir Finance &
	Asset Mgt	Dir P&P	Dir P&P	Dir ECS

<sup>\*</sup>Project Sponsor will be either College Director of Operations (if College funded) or Director of Estates & Campus Services where funded centrally

3.4.6 The process is articulated in diagrammatic form in Appendix F

- 3.4.7 Corporate Portfolio Board will act as a proxy for ULT, reviewing change control requests which require ULT involvement, making recommendations for ULT to formally accept or reject.
- 3.4.8 Given the additional level of expenditure on the estate, it is proposed that the Terms of Reference for Finance Committee are reviewed to ensure that sufficient weighting is given to the capital programme.
- 3.4.9 Draft Terms of Reference are provided in Appendix D.
- 3.4.10 The paper approved by Finance Committee in November 2017 sets out the process by which Full Business Cases are to be developed. A template for Full Business Cases is provided in Appendix C.

## 3.5. <u>Programme delivery</u>

- 3.5.1. It is proposed that the Capital Strategy Oversight Group is disbanded and the responsibility for assessing projects at Gate 0 is split between ULT (with Corporate Portfolio Board as a proxy) for major projects, and the Physical Environment Board for minor works.
- 3.5.2. It is recognised that most major projects arise from a strategic need and invariably there will be impacts and considerations relating to the project, which sit outside the scope of ECS. There will be Project Boards for each major project, which addresses operational, technical, HR and other factors. The construction project would be seen as a workstream within this overall Project and will draw heavily on the activities of the other workstreams. The expectation is that the outputs from these workstreams would be used to form any design brief and as such is a critical part of the successful delivery of the capital programme. The project would also instigate any changes that may be required to operate, and gain maximum value from, the completed building project.
- 3.5.3. A sample structure for a Project is represented in the diagram below. Not all Projects will require all of these workstreams. The Project Sponsor and Project Manager would be expected to establish the requirements at Project inception.



- 3.5.4. The Project Sponsor would typically be responsible for the CPMO project. They would not automatically be expected to attend meetings for the construction workstream (although they can if they wish) but would be required to nominate a Senior User who would represent the interests of the Project Sponsor at meetings of the construction workstream.
- 3.5.5. Responsibility for the delivery of the construction workstream will reside with the Physical Environment Board which is best placed to successfully oversee delivery of major projects.

- 3.5.6. The Physical Environment Board will report to ULT, with a starred paper sent to Corporate Portfolio Board for information. The Physical Environment Board will have the following remit:-
  - Co-ordinate all individual projects and delivery teams, filtering progress and reports through to the ULT, inclusive of risks and challenges;
  - Set standards for design;
  - Manage resources and overall programme delivery.
- 3.5.7. The Group will sit monthly and be chaired by the Registrar and members will include:-
  - Director of Estates and Campus Services
  - Director of Finance
  - 1 x Head of College (on one year rotation)
  - Director of Operations from each College
  - President of the Students Union

The Director of Projects and Planning, and Director of Asset Management and Compliance, will be in attendance at meetings to deliver programme updates.

- 3.6. <u>Programme Reporting Project Management Office (PMO)</u>
- 3.6.1. Our approach to programme management is to control the University's projects and programmes in line with its strategic objectives to encourage efficient delivery. The goal is to balance change initiatives as the business operates 'as-usual' while optimising return on investment.
- 3.6.2. The method of reporting status of the 'approved' capital programme to the Physical Estate Programme Board (PEB) will be via a suite of bespoke "PMO" tools that provide the PEB with a robust, consistent and efficient method of capturing and reporting project information throughout the delivery of the University's capital development programme. This will be produced in 'real time', aimed to inform both strategic and operational decision making based on accurate information.
- 3.6.3. The PMO will be controlled by the Projects and Planning Department within ECS.
- 3.6.4. Whilst the PMO has been developed to assist with the management of estates projects, synergy with the requirements of the Corporate Portfolio Management Office should be further explored, with the possibility of rolling out the system beyond ECS. As there is a clear link between the reporting requirements of PEB and CPMO, a system that suits the needs of each team would be preferable.
- 3.6.5. In summary, the PMO's primary benefits will be;
  - A PMO that has the flexibility to support a programme at strategic and delivery level
  - Real time data more accessible to wider stakeholders
  - Standardised templates across all functions, which offer efficiencies in how projects and information is shared and managed
  - Improve visibility of portfolio (programme) performance (time, cost, quality, risk)
  - Consistent approach to reporting, creating transparency across projects in a common language

- Clarity and confidence in the data presented on KPIs (e.g. expenditure (cost), programme, safety, quality, resources)
- Identification and early mitigation of risks and issues
- Clear lines of governance, highlighting of key decisions ensuring timely responses
- Efficiency in producing key project updates, minimising duplication of reports.

## 4. Approvals requested

- 4.1. Corporate Portfolio Board is requested to endorse the processes articulated in this paper and recommend to ULT that these processes are implemented to govern estates projects and programmes;
- 4.2. Also to recommend that further collaboration between ECS, the CPMO and the Planning Office should be undertaken to establish consistent processes and systems wherever possible to ensure a joined-up approach across the University in relation to projects and programme planning and delivery

## Appendix A – Strategic Business Case template

	STRATEGIC BUSINESS CASE
Project Title	
College/Department	
Executive / Sponsor	
Person completing form (name and contact details)	
Summary of the Project, including problem or opportunity this will address	Include high level criteria that the project is aimed at meeting:- Research improvement Teaching Improvement Student satisfaction Compliance
Summary of impact of not undertaking this project	
How will the project aid the delivery of the University Strategic Plan?	Also include links to the Discovering Strategies, Enabling Strategies and College/Divisional Plans
What benefits/impact will the project bring to the university?	e.g. Financial / Reputational / Aid recruitment / H&S / Social Impact / Safety/Quality/Innovation/Engagement/Sustainability and Security
Can the benefits / impact be quantified at this stage? If so, please provide information to support the case	Benefits should clearly highlight link to University Strategy
How visible / high profile will the project be?	Will this attract attention from outside the institution? Will it enhance UoL's reputation?
Cost estimate (+ / - 40%)	No detailed costs are required at this stage, however a rough estimate will enable ULT to assess the likely benefits against the possible budget

## Appendix B – Outline Business Case template

OUTL	INE PROJECT PROPOSAL (Gateway 0)
Project Title	
Proposer (Dept. / College / PRU / PRO)	
Executive / Sponsor	
Person completing form (name and contact details)	
Summary of the Problem / Opportunity the project will address	
Summary of impact of not undertaking this project	
Has the proposed project been approved by ULT?	
How will the project aid the delivery of the University Strategic Plan?	Link to discovery strategies
Delivery Timescales	Where known, please identify gateway dates GWO/1/2, these maybe estimated at this point
Known costs associated with delivery	
Proposed 'Not to Exceed' budget	This is the figure against which ULT/Finance Committee/Council will be asked to approve or reject a project proposal
What benefits/impact will the project bring to the university?	e.g. Financial / Reputational / Rol
How visible / high profile will the project be?	Will this attract attention from outside the institution?
How resource intensive will the project be to deliver?	Estimate the level of resources required to deliver the project

### Appendix C - Full Business Case Template

### 1. Executive Summary

### 2. Strategic Case

In this section, detail the background to the project and why it is needed. This builds on the Strategic Business Case provided at the outset of the project. The Strategic Case should include:

- · Description of the problem or opportunity the proposed project will address.
- · Contextual analysis, including internal and external influences
- · Benefits of the project, using quantifiable measures where possible
- · Support for the project from stakeholders
- · Likely risks and impacts of the proposed scheme
- · Any identifiable interdependencies, e.g. with other programmes or projects
- · Any constraints

## 3. Options Appraisal

In this section, provide an appraisal of each available option including the recommended approach. You should always include the "do nothing" option in your analysis. Each option should include an appraisal of how it does / doesn't address the problem/opportunity identified in the strategic case. Typically the analysis will include a ballpark idea of costs, risks, and benefits. However it is understood that identifying ballpark costs for major projects may require expenditure on design fees and so it is acceptable to not provide an estimate for solutions that will not deliver the benefits outlined in the Strategic Case or which are impractical for other reasons.

This section should also include a justification for the preferred option.

### 4. Financial Business Case

In this section, as appropriate, outline a financial and commercial analysis of the preferred option, including expenditure, investment appraisal and details of funding streams. It is expected that all appropriate Professional Services will be involved in assisting with the development of the Financial Business Case. This will typically include, but is not limited to, a Management Accountant or other Finance colleagues, Estates and Campus Services, ITS.

The Financial Business Case should set out:

- · Affordability
- · Cost/benefit calculation
- · Funding route
- Income and expenditure analysis

- · Net present value
- · Impact on capital and revenue budgets
- · Lifecycle costs
- · Cost of progressing the project to the next stage

Please note that the investment appraisal template used by Finance should be supplied alongside this Business Case.

## 5. Stakeholder impact

This should consider any impact on stakeholders, including staff, students and visitors. Consideration should be given to the following:

- · Change management strategy
- · Communications
- · Accessibility
- · HR implications (if any)
- · Working environment

### 6. Management

In conjunction with Estates and Campus Services, the Management section should identify the deliverability of the proposed project, with consideration given to:

- · Project team including project management, internal and external resource, e.g. consultants
- · Governance including Project Sponsor, Senior User(s), collaborators
- · Timescales
- · Dependencies, eg other teams or services impacted by the project
- · Logistics, e.g. site access
- Procurement strategy
- · Change management process
- · Contingency plans

## 7. Risks

A summary of the major risks associated with delivery of the preferred option, and their impact on delivery of the business case. The risks articulated in this section should relate to the project delivery.

The risks and impacts included in the Strategic Business Case should relate to the strategic initiative that the capital project supports.

### Appendix D – Finance and Estates Committee Proposed Terms of Reference

### **UNIVERSITY OF LEICESTER**

## FINANCE AND PHYSICAL ENVIRONMENT COMMITTEE Terms of Reference and Membership 2017-18

#### Role

To provide oversight of and advice on matters relating to the financial position of the University.

To provide oversight of and advice on matters relating to the management of estates issues across the entire academic and student accommodation estate.

### Responsibilities

- Recommend to the Council approval of the Annual University Budget and medium term Financial Forecasts, (including allocations to Corporate Services, the Library, the Colleges, the Capital Programme, and the Students' Union) in order to achieve the objectives of the University's Strategic Plan.
- 2. To monitor the University's financial key performance indicators and performance against the Annual Budget, (including the investment programme for capital and infrastructure) and to approve variations to that of over £1 million and up to £5 million. Above £5 million variations are to be considered and recommended to the Council for approval.
- 3. To receive the annual accounts of the University and recommend their approval to the Council.
- 4. On behalf of the Council to investigate aspects of the financial situation which require further analysis or action.
- To approve and monitor the University's treasury management policy and activities including strategy for and performance of endowed funds and investments. (DELEGATE TO INVESTMENTS COMMITTEE)
- 6. To advise on borrowing policy, and to consider and approve proposals for borrowing and capital financing structures and related external funding arrangements, and the details of their terms, reporting as necessary to the Council.
- 7. To oversee the University's arrangements for tax, purchasing, TRAC, subsidiary companies and financial relationships with associated bodies. To approve the formation of spin-out and subsidiary companies.
- 8. To determine and oversee the University's policies for the University's own pension schemes (PAS and the FriendsLife Stakeholder) and to determine University policy towards the national pensions schemes that the University participates in (USS and the NHS Pension Scheme). To approve changes to pension arrangements which do not impact on the overall terms of conditions of the employment of staff. To authorise the Director of Finance to act on behalf of the University, as employer, at meetings of the PAS Trustees.

- 9. To oversee significant aspects of estate developments in the delivery of the capital programme, to monitor capital disposals and receive reports in respect of the condition of the estate.
- 10. To receive and consider relevant extracts of the University risk registers.
- 11. To determine the University's Financial Regulations. To approve substantive changes and receive reports of changes made under the scheme of delegation.
- 12. To monitor performance of the University's commercial activities and consider proposals to establish new commercial ventures. (For Spin Out proposals and monitoring DELEGATE TO LEICESTER INNOVATION ADVISORY BOARD)
- 13. Maintain an overview of the financial performance and sustainability of the Students' Union.
- 14. To consider, record and address the potential equal opportunity impacts of decisions made by the Committee (in accordance with the 'due regard' provisions of the Equality Act 2010).
- 15. To ensure appropriate governance and management of estates issues, including asset management, capital projects, maintenance and repair, facilities management and energy and environmental issues relating to the estate.
- 16. To provide oversight and institutional strategic alignment to the development and ongoing review of the University's Physical Environment Strategy and Sustainability Strategy and approve any amendments or new strategies prior to submission to Council for approval.
- 17. To monitor progress of Carbon Reduction against agreed targets.
- 18. To consider and approve capital works programmes.

### **Reports to the Council**

### **Constitution and Membership 2017-18**

- a. The Treasurer (Chair)
- b. The Chair of Council
- c. The Provost
- d. Registrar and Chief Operating Officer
- e. The Director of Finance
- f. The President of the Students' Union
- g. Three lay members of Council, appointed by the Nominations Committee
- h. One member of Senate, appointed by the Senate

### **Duration of appointment**

Members appointed under a. to f. are ex-officio.

Members appointed under g. and h. shall serve for three years, renewable, but maximum length of service is normally six years.

## Normally in attendance at meetings

Deputy Directors of Finance Director of Estates & Campus Services

### Secretariat

**Governance Office** 

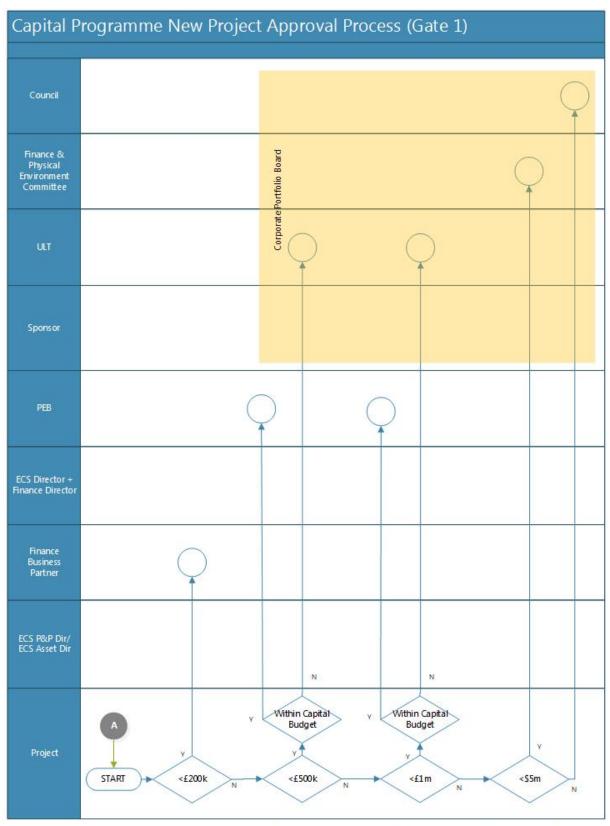
## **Frequency of Meetings**

The Committee will normally meet five times in each academic year

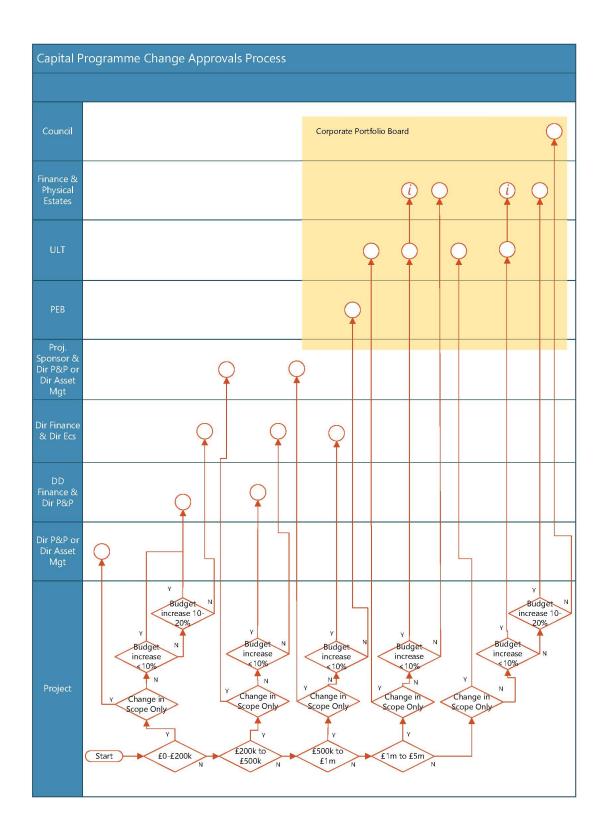
## Quorum

4 members including one lay member

Appendix E – Diagram to show financial approvals of new Estates projects



NB. Approval at any level requires approval or approval to proceed at all lower levels





## Programme Management Office



## **PMO Operation**

## 3. Contingency Management Overview

The capital works programme should have a consistent approach to dealing with uncertainty and cost risk for all projects in the programme. It is important that adequate contingency is provided for each project to deliver the required scope. It is equally important that contingency that is not likely to be needed is released at the earliest stage to help provide funds for other vital projects.

This section contains a paper that explains why uncertainty arises and a proposed methodology for identifying and managing the contingencies needed on each project. The paper describes the preferred solution following a workshop on 10th May 2018 and a series of discussions to agree the optimum approach to contingency for the capital programme. The approach can, of course, be used on any project, not just those in the capital programme.

# University of Leicester **Programme Management Office**

## Contingency Management Report

PM001

Issue 05  $\mid$  18 September 2018



This report takes into account the particular instructions and requirements of our client. It is not intended for and should not be relied upon by any third party and no responsibility is undertaken to any third party.

Job number 260652-00

Ove Arup & Partners Ltd

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## 1 Executive Summary

It is important that project contingency is applied and managed in a consistent way across all projects in the University of Leicester capital works programme. It is also advisable to apply the same methodology to minor works projects as well as to major projects.

This document describes the methodology for applying and managing project contingency following a workshop between Arup and members of the University's Estates & Campus Services and Finance leadership teams held on 10<sup>th</sup> May 2018 and a series of discussions. Various ideas and options were considered at the workshop and the following methodology described provides the best combination of management control and ease of application.

### This document outlines:

- A fixed policy for dealing with cost uncertainty and contingency management so that there is consistency of how these issues are handled across all projects. The aim is to improve alignment between scope and budget throughout a project's development and construction cycle.
- Proper management of the contingency through the project's lifecycle, together with contingency release (back to a central pot) at key stages, notably at the point where a construction contract is signed and at construction practical completion.
- Fixing the scope and budget to provide an 80% certainty that the agreed initial scope can be delivered within the "not to exceed" budget.

Page 2

## Introduction

All construction projects have a degree of uncertainty about the final out-turn cost until they are completed. The level of accuracy with which the final cost can be forecast increases as the end of the project approaches but some uncertainty always remains till the final accounts are agreed with the contractor(s) and suppliers.

The purpose of this paper is to explain the background to uncertainty and a proposal for dealing with the uncertainty whilst responding to the University's approvals processes. Most large organisations have a policy for dealing with uncertainty and contingency applied to all capital projects, and this approach is assumed for the University.

#### 3 **Gated Process**

The University is implementing a three Gate approval process (refer to Gated Process report, PM003). Each Gate represents a go / no-go decision point where the project is not allowed to continue without appropriate sanction. The Gates are at the key decision points:

- Gate 0 Before start of initial investigation, typically RIBA stage 0
- Before start of main design work. This is the point when the project budget is Gate 1 set.
- Gate 2 Before a construction contract is signed.

At each Gate the proposed project is reviewed by appropriate authorities within the University and approval / sanction to move to the next stage is formally given.

The methodology for dealing with contingency discussed in this paper might need to be adjusted to suit the final approvals process that the University decides to adopt.

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## 4 Causes of Estimating Uncertainty

The following is a list of key items that are typically undefined at the start of a project and fully known by the time the contractor hands the building over. It is not an exhaustive list and each project will have its own particular issues. Clearly the levels of uncertainty reduce over time as each of these items is understood, defined and agreed:

Scope / Users	<ul> <li>Size / space / adjacencies</li> <li>Facilities to be provided (room types, population etc)</li> <li>Heat / cool / light / ventilation requirements</li> <li>Key adjacencies</li> </ul>
Fit Out	<ul> <li>General FF&amp;E</li> <li>IT / Comms</li> <li>Specialist lighting / audio visual</li> <li>Lab / specialist equipment</li> <li>3rd parties eg coffee / shop</li> </ul>
Site	<ul> <li>Survey data</li> <li>Ground conditions</li> <li>Physical / usage constraints</li> <li>Existing buildings – hidden problems</li> <li>Utilities availability / capacity</li> <li>Environmental constraints / issues</li> <li>Is the site adequate? Does another site need to be purchased?</li> </ul>
Construction	<ul> <li>Temporary works</li> <li>Access / noise constraints</li> <li>Traffic / pedestrian control</li> <li>Market conditions</li> </ul>
Risks	<ul> <li>Identified risks with probable cost ranges</li> <li>Unidentified or unknown risks.</li> <li>Very low likelihood risks that are usually ignored.</li> </ul>

Table 1: Typical items which can cause estimating uncertainty

## 4.1 Cost Uncertainty

The following figures show how cost uncertainty over time can be viewed diagrammatically.

Figure 1 shows how the range of uncertainty can be viewed as a funnel, with a wide range at the start and narrowing as the project approaches completion.

Figure 2 shows how contingencies for risk and uncertainty should be added to the base estimates at any time. This figure is based on American Public Authority procedures, modified to suit the University Gateways.

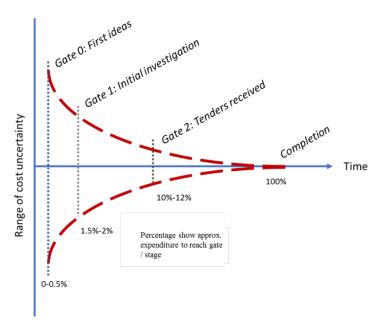


Figure 1: Diagram indicating how accuracy of cost estimation improves through the project lifecycle.

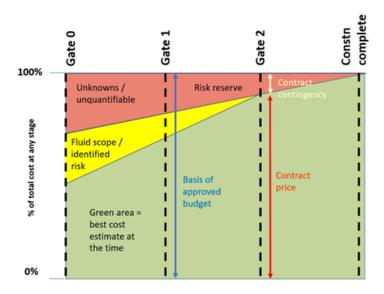


Figure 2: Diagram indicating how cost uncertainty is allowed for by other organisations. (Note that the recommended UoL Stage Gates have been added to this chart)

## **5 Options for Calculating Contingency Required**

There are three basic methods for calculating the amount of contingency needed to cover cost uncertainty through the life of a project. The table below provides more details and compares the outputs obtained from each.

	Description	Details	Notes
1	Fixed percentage of estimate (not adopted)	<ul> <li>Traditional method</li> <li>Apply percentage to best current estimate, typically 10%</li> </ul>	<ul> <li>Doesn't work well with unusual risks</li> <li>Easy to do</li> <li>In-built allowance for unforeseen risks and cost estimate uncertainty.</li> </ul>
2	Risk Register simple calculation (chosen method)	<ul> <li>Traditional method</li> <li>Sum all risks using risk cost estimate x risk % probability.</li> </ul>	<ul> <li>Easy to do</li> <li>All risks assumed to happen but cost of each is reduced to reflect % probability of occurrence.</li> <li>Makes no allowance for unforeseen risk.</li> <li>Makes no allowance for cost estimate uncertainty.</li> </ul>
3	Quantitative Risk Assessment (not adopted)	<ul> <li>Widely used over the past 15 years.</li> <li>Uses Monte Carlo simulation to produce a project cost probability curve.</li> </ul>	<ul> <li>Requires specialist excel based software.</li> <li>Not all risks are included in most iterations         <ul> <li>risks are modelled as occurring or not occurring based on the % probability.</li> </ul> </li> <li>Incorporates allowance for cost estimate uncertainty</li> <li>Makes no allowance for unforeseen risks</li> <li>Scientific and accurate for identified risks.</li> </ul>

Table 2: Options for calculating contingency

For any project the methods can be applied on their own or in combination. The last two options can only be used once there is sufficient project definition to be able to prepare a reasonable cost estimate. Therefore it is normal to use the first option during the early stages up to RIBA stage 2 and to adopt one of the last two during the later stages from RIBA stage 3 onwards.

The University has decided to adopt the following approach to dealing with cost uncertainty:

- Standard project contingencies (based on a percentage of the current estimate) are applied in the initial stages that depend on the size, complexity and type of the project.
- Once the project definition has reached an appropriate stage, typically RIBA Stage 3, contingencies are to be based on the application of Option 2 described above.
- Project budgets to be based on P80 estimates (ie the price which has an 80% chance of delivering the agreed scope, allowing for the estimating and risk uncertainties).
   This is the level used in the assessment of standard contingency percentages shown in section 6 below.
- Individual project budgets to be reassessed at key stages and surplus budget to be released to support other projects in the programme.

## General notes:

- Cost estimate uncertainty normal variations in cost for items that are part of the project eg windows with possible cost range £1500-3000
- Risk items problems that add time or cost to the project but which might or might not happen. If a risk item occurs then the full cost of that risk will apply. It is highly unlikely that all identified risks would actually occur.

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## **6** Levels of Contingency to be Applied

The range of uncertainty that applies to any individual project will depend on a number of factors such as:

- Is it new build or refurbishment? (refurb projects are generally considered to have more risks associated with them)
- Its position on the spectrum of simple projects with few dependencies through to very complex project with many interacting issues / requirements.
- Is there good benchmark cost data available or is it an unusual or a very bespoke project?
- How well the users can define their requirements at the time the estimate is prepared or the budget is set.

These different attributes have been allowed for in the proposals for allocating budgets at Gate 1 described below. By Gate 2 these attributes will have been incorporated into the project designs so the contingency calculated by the project team (option 2 in section 5) will supersede these allowances.

## At Gate 0

This is a review at the earliest time to confirm that it is worth spending effort to prepare an initial investigation. The best estimate available (usually an early guess) should be increased by 30-75% to set an upper bound for the possible final cost. (UoL Estates & Campus Services recommends 40% as outlined within the "Estates and Campus Services Project and Programme Governance" paper; dated 23 May 2018).

The added percentage is to be decided by the PM / Estates & Campus Services Leadership based on the project size and complexity.

It is not intended that the Gate 0 cost should be used in any way as a basis for budget approval; it is simply a figure to be used against the question "at this price does this project make sense?"

## At Gate 1

The following contingences are applied to the cost estimate developed in the Initial Investigation Stage. They should generally be applied as standard but may need to be modified if particularly significant risks are identified during the Initial Investigation.

Approval at Gate 1 will be given by the highest level of authority required by the University's standing rules. The requested budget should be based on the best estimate available plus the contingency percentage taken from the table below.

If the approving authority decides to set a budget below the P80 price then the scope should be reduced accordingly to ensure that the relevant contingency percentage is maintained with the lower budget.

This budget becomes the "not to exceed price" and requires approval from the original approving body before any actions or decisions are taken that could break the limit.

In the table below P80 represents 80% certainty that final cost will be less than this.

Gate 1 Approval	Simple Project	Medium Project	Complex Project
New Build Projects			
Extreme range, estimate +	-5% to +20%	-5% to +25%	-10% to +35%
Project Contingency (P80)	10%	12.75%	17.25%
Refurbishment Projects			
Extreme range, estimate +	-10%to +25%	-10% to +30%	-15% to +50%
Project Contingency (P80)	12%	14.5%	24.5%

Table 3 : Gate 1 contingencies (80% certainty)

For projects that comprise of a mix of refurbishment and new build the percentages should be applied proportionally.

Using P80 as the project contingency basis means that 20% of projects are expected to exceed their budgets. This should be offset by surplus contingency released from projects that are delivered under budget. A Monte Carlo simulation has been done using the current University project list to confirm this.

#### At Gate 2

At Gate 2 it is expected that final cost estimates will be based on Contractor tenders received and (for two stage contracts) professional QS estimates based on final design information.

At this gate a detailed cost report should be proved as part of the review documentation. The final contingency applied should be based on a detailed risk and uncertainty analysis as described in option two of section 5 above.

Gate 2 approval should be given by the Delegated Authority provided that the Gate 2 estimate plus the contingency does not exceed the upper limit approved by the relevant approving committee at Gate 1.

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#### 7 Defining Project Complexity

The level of contingency depends on the complexity of the project, divided into three categories as shown in the chart below and defined as follows. The project attributes should be indicated at the Initial Investigation Stage and agreed as part of the development of the Initial Investigation.

#### **Simple**

- Simple design complexity
- Limited stakeholder management required
- Simple M&E / servicing requirements
- Simple FF&E install
- Low risks from survey data (e.g. no asbestos, no contaminated land, no protected species etc.)
- No / limited site constraints and operational considerations

#### Medium

# Project Attributes

- Standard design
- Many stakeholders to engage
- Standard M&E / servicing requirements
- Simple / partly complex FF&E requirements
- Medium risks from survey data (e.g. asbestos, contaminated land, protected species etc.)
- Some site constraints and operational considerations

#### **Complex**

- Unique, complex design
- Works within existing buildings
- Complex stakeholder management
- Specialist FF&E (i.e. lab apparatus)
- Complex M&E / servicing requirements
- High risks from survey data (e.g. asbestos, contaminated land, protected species etc.)
- Major site constraints and operational considerations

Table 4: Project Complexity

#### **8 Management of Contingencies**

During the design and construction stages the project contingences should be managed by the Project Manager and Project Board in the normal way.

During design stage the contingency can be used for minor adjustments to the project scope as it develops but should not be used for significant changes to user requirements above the scope approved at Gate 1. During the construction stage the contingency should not be used for scope change / enhancement.

Each project should release spare contingency back to the University's finance team as the levels of price uncertainty decrease. It is recommended that contingency release is made at the following milestones:

- At Gate 2: any spare contingency above the detailed cost plan and contingency estimate should be released.
- At mid-point of construction, say 60% through the construction schedule: The final out turn cost estimate at the time should be reviewed and compared to the risk register current at that time. If significant contingencies remain and they are not likely to be needed then an appropriate proportion should be released.
- At practical completion: Only contingency needed to deal with outstanding items not yet agreed should be retained. All other contingency should be released.

Early release of contingency enables the University to use the money to proceed with other projects that would otherwise be delayed or abandoned.

Refer to the Risk and Contingency User Guide (PM007) for further details.

#### 9 How this will work in Practice

- Each project proceeds to approval at Gate 1 as described in the governance proposals.
- Budget approval is given with a "not to exceed" price (Initial Investigation estimate plus P80 contingency as shown in section 6 above). After Gate 1, the "not to exceed" price is an absolute figure and cannot change through the project's life without approval from the highest level required.
- At Gate 2 the final estimate, based on tender design and contractor's pricing, will be used to set the final Gate 2 upper limit budget. Minimum construction stage project contingencies obtained from the risk register should be retained. All other contingency should be released for use on other projects.
  If the Gate 2 final estimate is greater than the approved budget then changes to the scope might be needed to bring the project back within budget. If this happens then any change of scope must follow the University of Leicester change control procedures and be approved by the appropriate levels of authority for such a change. Simply reducing the budget through scope reduction might detrimentally affect the benefits required by the business case.
- Remaining project contingency should be reviewed at 60% through the construction schedule and at practical completion. Any surplus contingency that is not likely to be required shall be released.



# Programme Management Office



# **PMO Operation**

## 4. Risk Management Overview

During the on boarding stage of the PMO development process, Arup undertook a gap analysis of existing project management processes at UoL. The gap analysis included a review of existing risk management processes applied to projects. It was found that although all major projects had proper risk management in place, there was no standardised risk register template in use and no consistent approach across all projects. Since that review we are aware that a standardised risk register template has been produced for use on all projects, and a written set of procedures to ensure consistency required development.

The PMO will report on any key project risks and the programme level risks caused by interaction between projects. Therefore Arup has prepared a risk management approach for both managing project risks and recording project risk information in a way that will facilitate capturing of key risks at programme level. The proposed risk management approach is contained in this section and it aligns with the proposed contingency management approach contained in section 3.

# University of Leicester **Programme Management Office**Risk Management

PM002

Issue 02 | 2 August 2018



This report takes into account the particular instructions and requirements of our client. It is not intended for and should not be relied upon by any third party and no responsibility is undertaken to any third party.

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#### **Appendices**

#### Appendix A

Risk Register

#### Appendix B

RASI Matrix

#### Introduction

This paper outlines the approach for risk management across the Programme Management Office function.

A key assumption made is that project management professionals employed to manage construction projects of all sizes at the University of Leicester are familiar with risk registers and the approach to risk management typically used on construction projects. Consequently this paper does not include the background and typical objectives of risk management which can be found in a number of project management textbooks, industry best practice guidance, the Association of Project Management (APM) and Management of Risk (MoR).

At a project level, the primary purpose of a project risk register is to assist with the successful delivery of each individual project. The risk ranges applied and how risks are scored needs to be tailored for each individual project.

At a Programme level, there is a need for elements of risk management to be dealt with consistently across all projects to enable the PMO to filter out the most significant project risks that might affect the overall programme.

Therefore this document has the following sections to assist with the management of risk across the PMO:

Section 1: Project Risk Register Template

Identification of the additional columns to be incorporated into the UoL project risk register to support the PMO in capturing and filtering risks at a programme level.

Section 2: Project Risk Management

Outline of a consistent approach to be adopted by each Project Manager / Project Board in the management of risks on their individual projects.

Section 3: Programme Level Risks

An explanation of how significant programme level risks are identified and included in the programme dashboard.

#### 1 Project Risk Register Template

To facilitate the capture of key programme risks, the standard UoL risk register template incorporates the following adaptation to support the PMO function:

- The probability (likelihood) column should use the same criteria for all projects. (Table 2 in the following section provides the set of criteria)
- Additional columns are to be added to the template in order to provide the following:
  - An estimate of likely cost impact if the risk occurs
  - An estimate of likely delays incurred if the risk occurs
  - Calculated contingency at Gate 2 based on expected monetary value

These columns are highlighted in yellow on the attached example risk register in Appendix A.

#### 2 Project Risk Management

The project risk register should be completed by the project team, and this activity is led by the project manager. A risk workshop should be held where risks are identified and an owner identified for each risk.

Project risk management remains entirely with the project manager and the Project Board through the life of the project. Any risks that might give rise to the authorised levels (time or cost) being exceeded, should be escalated to the higher Authority via the Project Board using standard UoL procedures. Any exceptions which need to be escalated must also be advised to the PMO, and actions / decisions being taken advised by the project manager

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#### 2.1 Risk Categories

The categories contained in Table 1 below are typically considered when building up the risk register.

Risk Category	Description	
Strategic risks	Risks associated with the business strategy such as under-provision of facilities.	
Commercial risks	Risks associated with the business finances such as funding, resources, budgets, etc.	
External Factors	Risks associated with external factors outside the project's control such as market fluctuations, stakeholders, regulators, statutory bodies, etc.	
Communications risks	Risks associated with inadequate communications with key stakeholders.	
Planning risks	Risks associated with the grant of planning permission for the project.	
Design risks	Risks in the design phase of the project, in particular the risk of the design failing to meet the brief or the customer requiring changes to the design.	
Procurement risks	Risks during the procurement phase, including the procurement route where greater financial risk is placed to the University or to the contractor.	
Construction risks	Risks during the construction phase, including those which may delay completion or increase construction costs.	
Health and Safety risks	Risks associated with Health and Safety issues such as those that may cause accidents on site.	
Fit-out risks	Risks associated with the fit-out stage of the project such as retained equipment failure.	
Legal	Risks with a legal implication, such as non-conformances with CDM / HSE / building regulations. Can include claims made against the university / contractor / design consultants breeches in contract or additional works.	

Table 1: Risk Categories

Once risks have been identified, their significance should be gauged in order to prioritise risk response and risk quantification effort. Each identified risk should be assessed in terms of its probability and impact.

#### 2.2 Risk Probability Scores

Risk probability should be measured to show the likelihood of the risk becoming an issue and affecting the project cost or programme. Table 2 summarises the probability bandings to be used across the entire range of the Estates programme.

Probability of Occurrence		Score
Very Low: Occurrence is unlikely but possible.	(<5% likelihood)	1
Low: Occurrence is moderately likely.	(5% to 20% likelihood)	2
Medium: Occurrence is likely.	(20% to 50% likelihood)	3
High: Occurrence is very likely.	(50% to 75% likelihood)	4
Very High: Occurrence is reasonably certain.	(>75% likelihood)	5

Table 2: Risk Occurrence

Note: it is vital that the ranges shown in Table 2 are used for all projects in order to compare individual risks at programme level.

#### 2.3 Risk Impact

The risk impact is measured by the severity of effect, based on the cost and time impacts of each risk.

The ranges in Table 3 below will define the cost and time impacts of each risk. The project manager / project team should agree the range for each level of impact to best suit their individual project. This information is not used at programme level, therefore Table 3 is likely to be more bespoke for each project.

Depending on the context of the project, the users / sponsor may have a different risk appetite for each measure (e.g. delivery on time for residences, value for money on bespoke research facilities). The project manager must assess the risk appetite to define the impact ranges on a project by project basis.

Effect	Severity of Effect	Score
Low	Negligible impact to the schedule, adds less than $[\dots]$ weeks. Impact unlikely to be noticed by key stakeholders. Adds less than $\mathfrak{t}[\dots]$ .	
Moderate	Small impact to schedule, adds $[]$ weeks. Key stakeholders will be aware of impact. Adds $\pounds[]$ - $\pounds[]$ .	2
Medium	Some impact to schedule, adds [] weeks. Key stakeholders will be aware of impact or will be impacted. Adds $\pounds$ [] – $\pounds$ [].	3
High	Impact on project schedule, adds $[]$ weeks. Project is still viable, but key stakeholders will be impacted. Adds $\pounds[]$ - $\pounds[]$ .	4
Major	Major impact on schedule, adds more than [] weeks. High impact on customers and stakeholders. In extreme cases, possibility of project cancellation. Adds more than £[].	5

Table 3: Example Risk Impact Scores, ranges to be defined by project manager

#### **2.4** Expected Cost and Schedule Delay

The Project Manager and Quantity Surveyor must provide a most likely cost estimate and most likely schedule delay (number of weeks) if the risk were to materialise, populated in column H and I within the register (Figure 1). This is fundamental in calculating the contingency allowance at Gate 2 (before appointing the contractor) and allows for effective reporting of the largest risks at PMO level.



Figure 1 Risk Register Extract

Further details on the contingency process can be found within the Risk and Contingency User Guide (ref. PM007) and the Contingency Strategy Report (ref. PM001).

#### 2.5 Risk Score

The Risk Score for each risk is the product of the highest impact score (cost or schedule) and probability. The risk register template (excel spreadsheet) automatically calculates this score and applies the colour coding.

#### Impact x Probability = Risk Score (minimum = 0, maximum = 25).

The risk score will determine the risk RAG rating as defined in Table 4. The risks are prioritised according to their overall risk score, for risk response planning.

		Impact Score									
		1	2	3	4	5					
	1	1	2	3	4	5					
	2	2	4	6	8	10					
Likelihood Score	3	3	6	9	12	15					
	4	4	8	12	16	20					
	5	5	10	15	20	25					

Table 4: Risk Matrix

#### 2.6 Risk Control Measures

It is necessary to determine and record a suitable control measure / action to address the risks within the risk register. Table 5 demonstrates a series of approaches which may be adopted.

<b>Control Measures</b>	Description
Tolerate	Decide to take no action to further mitigate the risk and absorb within existing contingency. This would be common where the impact is minimal and the costs to avoid or control it would be disproportionate. Monitor risk for any changes.
Contingency (Time or Cost)	Make further allowances in costs or timescale to cover the impact of the risk which cannot be covered with existing contingencies.
Treat	Put in place measures to reduce the likelihood of the risk occurring and / or the impact, should it occur.
Transfer / Escalate	Risk could be transferred to another party (through a contract, insurance or other means) or escalated from project to programme level (e.g. changes in business requirements, market conditions, interference between projects) if the other party is better placed to manage the risk.
Terminate	Change the project to eliminate the risk altogether. For example, if a very high risk cannot be treated of transferred sufficiently, then the project may not be viable in its current form.

Table 5: Risk Control Measures

#### 2.7 Allocate a Risk Owner

The Project Manager should allocate a risk owner for each identified risk. The risk owners are responsible for ensuring that risk control measures / actions are implemented within agreed timescales, monitoring the impact and probability of that risk and reporting accordingly. The owner for each risk should be a specific person rather than a party (e.g. architects, contractor etc), and recorded within the risk register.

#### 2.8 Monitoring and Review

Risk exposure should be monitored periodically to highlight progress of the risk control measures / actions, updates to probability / impact and newly identified risks. Risk exposure can change over time owing to:

- Implementation of risk response plans
- Emergence of new risks (e.g. associated with design development)
- Occurrence of risk events
- The passing of risk impact timeframes
- Changes to base cost estimates
- Instructed changes.

#### 2.9 Minor Works Risk Reporting

The Minor Works projects are typically short in nature, finishing within a 1-4 month period. Stringently undertaking this risk management process for minor projects would be very time consuming, impacting on PM resources; however, it is still important to appreciate the risks involved.

The approach to minor projects is to develop pre-populated registers based on minor project categories. This development should be done by the minor works team to suit their typical range of projects. The categories currently identified are listed below, however may develop over time.

- Laboratory Refurbishments
- Decorating & Interiors
- Light Refurbishments

This would capture risks based on previous experience / lessons learnt on completed projects that can be brought forward to new projects. The risks within the pre-populated register will need to be altered / removed / assessed based on their relevance.

#### **3** Significant Programme Level Risks

#### 3.1 PMO Reporting

The PMO will produce a monthly dashboard that includes significant programme level risks.

These risks are:

- The top 10 project risks by cost impact.
- Any significant inter project risks where problems on one project can significantly impact another project. Note that obvious risks where one project depends on completion of another should be included in the second project's risks as normal.
- Site wide risks that are not attributable to any one project. For example, this could include site traffic being affected by major excavations on different projects at the same time.
- Other risks by exception. For example, schedule delays that could cause major problems such as residences not being completed ready for occupation.

Project Managers must issue their reviewed risk registers to the PMO each month. The PMO will then collate the key programme level risks as follows:

- Project risk costs will be calculated by multiplying risk probability percentage x most likely cost. The top ten risks by probable cost will be listed.
- Significant inter project risks and site wide risks will be identified by the PMO
  through the regular review meetings with individual project managers. The PMO
  officer will be able to build up an understanding of all the major projects over the
  course of the regular reviews with PMs and should be able to identify such potential
  risks.
- The PMO should keep a separate register of these inter project and site wide risks that uses the same risk register template.
- Other risks by exception should be chosen by the PMO officer using his / her discretion following monthly reviews with the PMs.

#### 3.2 Risk Transfer and Delegation

Project Managers and Project Boards may consider that a particular project risk is best managed by someone outside the project team. This may apply to:

- Significant programme risks
- Risks affected by close adjacency of two projects, such as a shared access / compound.

In both these cases the risk lies with the project team unless a transfer (to PMO) or delegation (to another project) is formally agreed between the parties in writing. Transfer of risk to the PMO will be rarely accepted as the PMO is set up mainly as a reporting function for senior management. Delegation of risk to another project should happen where this makes sense to both parties such as management of a shared compound that is best handled by one or other of the projects.

Before a PM opens discussion with the PMO / other PM on the possibility of transfer / delegation, he or she should agree it in principle with his / her own project board chair first.

Where transfer or delegation occurs it should be recorded in a document that clearly states:

- What is the risk and possible impacts on each project
- Which party will take responsibility for managing the risk
- Any boundaries or constraints that would require further discussion / agreement during management of the risk.
- Signed by all the PM or PMO officer involved.

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# 4 Roles and Responsibilities

The organisational structure and core membership / responsibility of risk management is highlighted within the table below. A RASI matrix (Appendix B) should be completed on each project to inform the project specific risk management plan.

Role	Risk Responsibility
University Committees	Understand the nature of key programme and project risks and make decisions where necessary
Programme Management Office	<ul> <li>Report programme risks</li> <li>Agree transferred risks which should be managed at programme level from projects</li> <li>Agree delegated project risks with the respective Project Manager</li> </ul>
Project Board	<ul> <li>Review top risks with the Project Manager at the Project Board meetings</li> <li>Agree mitigation actions / undertake decisions (where applicable) relating to risks</li> <li>Agree risks which should be escalated to higher authority level</li> <li>Agree risks which would best be managed at programme level.</li> </ul>
Project Manager	<ul> <li>Identify and assess risks</li> <li>Allocate risk owners to each risk</li> <li>Ensure that the Risk Register is updated with input from risk owners / discipline leads</li> <li>Validates risk assessments including ownership and actions including agreeing the cost and programme implications</li> <li>Ensures risk owners are managing their risks via the agreed risk response plan.</li> <li>Specifies the information which will be reported to the Project Board</li> <li>Escalates / delegates / transfers risks</li> <li>Reporting to the PMO on risks</li> </ul>
Discipline Leads / Risk Owners	<ul> <li>Identify and assess risks</li> <li>Take action to mitigate risks in line with the actions agreed with the Project Manager as recorded in the Risk Register</li> </ul>

Table 6: Roles and Responsibilities

# **Appendix A**

Risk Register

University of Leicester

Programme Management Office
Risk Management

# A1 Project Risk Register

# Appendix B

**RASI Matrix** 

# **B1 RASI Matrix**

Risk Management Steps & Activities	ECS Office Leadership	Project Board (Inc. Sponsor, Users)	Project Manager	Quantity Surveyor	Discipline Leaders	Risk Owner	Programme Management Office
Project Risk Plan							
Agree risk management objectives and appetite	A	R	S	I	I	I	I
Agree risk management KPIs	A	R	S	I	I	I	I
Agree frequency of Project Board reviews	A	S	R	I	I	I	I
Define key RM roles and responsibilities	A	I	R	I	I	I	I
Data Collection and Assessment	•		ı		·	ı	
Hold Project Board Reviews	A	S	R	I	I	I	I
Hold discipline-specific workshops	A	I	S	S	R	I	I
Hold risk owner risk reviews	A	I	S	S	I	R	I
Assessment of cost risk	A	I	S	R	S	S	I
Assessment of schedule risk	A	R	R	I	I	I	I
Report							
Produce dashboard reports for Project Board and PMO	A	I	R	S	I	I	A
Produce monthly Risk Register Updates	A	I	R	S	I	I	I
Identify and agree escalation of risks	A	S	R	I	I	I	S
Maintenance of the risk management process	A	I	R	S	I	I	A
Maintenance of project risk register	A	I	R	S	I	I	I

R	Responsible – under takes the actions
A	Accountable – delegator / approver of actions
S	Support – supports responsible person for delivery of actions
I	Informed – notified of outcomes



# Project Risk Register - RIBA Stage [X] [Project Name]

Revision: 00 Last Updated: 02 July 2018

Risk Item				_		a)		Evported	Evposted	Gate 2 Contingency				
Contraction				≡t		Ĕ l	g <sub>U</sub>	Expected	Expected					A ations Q
Contraction	Ref	Causation	Risk Item	ab	Cost	ran	nkii		-		Control Measures	Risk Response	Owner	90
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7         Section 1         Sectio	6	Construction	Unforeseen ground conditions Ground conditions affect design details and require changes	3	4	5	15	£5,000.00	6	£ 1,750.00	Treat	Undertake proper desk study/site investigation before design.		
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**Total** £ 2,625.00



## Programme Management Office



# **PMO Operation**

# 5. Measuring Success Overview

Measuring performance is good practice for all types of service delivery. When applied to the Estates & Campus Services team across a series of projects it can help to highlight areas for improvement and what is working well. A discussion paper was produced and a workshop held by Arup to explore the possibilities of tracking potential KPIs on benefits / measures of success. When selecting measures for success, thought should be given to KPIs which can be influenced by Estates & Campus Services. Whilst it is good practice to measure service delivery performance by any department, it is important to understand that it takes real effort and resource to capture and record the relevant data. Simply adding it as another item for the project manager to do will not work. Therefore, if the university chooses to adopt such a measurement method we recommend that careful thought is given to which KPIs are adopted and that adequate resource is allowed for by the PMs, designers and contractors. A copy of the discussion paper is within this section.

**Subject** University of Leicester, PMO – Measuring Success

Date 2 August 2018 Job No/Ref 260652-00

#### Introduction 1

Measuring performance is good practice for all types of service delivery. When applied to the Estates & Campus Services team across a series of projects it can help to highlight areas for improvement and what is working well. When choosing what to measure the following should be considered:

- A reasonably consistent form of measurement is needed for comparison across projects, ideally based on hard data.
- The chosen measurement needs to be applicable to a wide range of project types, otherwise comparison over time becomes difficult.
- Choose a small number of important elements to measure rather than trying to measure everything.
- Taking measurements through the course of a project is reasonably easy because there is a PM assigned. It becomes more difficult to collect and collate data when buildings are in use unless someone is clearly identified and given time to do this.

Items that do not meet these considerations can still be reviewed at the end of a project and form part of the lessons learned output.

**Subject** University of Leicester, PMO – Measuring Success

**Date** 2 August 2018 **Job No/Ref** 260652-00

#### **2** Ideas for Consideration

Arup has prepared the following list of items that could be used by University of Leicester Estates & Campus Services Department to measure performance over time. They are proposed as items for discussion; any, all or none of these can be chosen by the Estates & Campus Services department.

Topic Area	What is to be measured	How it will be measured
Scope Development	Was the final brief right, i.e. does the final product meet users' needs?	Questionnaire of users within the first 6 months of occupation. A set of standard questions needs to be developed.
	Were the right people involved in brief development.	Survey of key stakeholders at completion of the detailed brief.
Environmental /	Were energy targets set at stage 1?	Yes or no
Sustainability	Did the final design meet these targets?	Yes or no
	Does the finished building meet the usage targets?	Measure consumption over the first 1 or 2 years after occupation.
Value for Money	Delivery on time	Compare stage 1 targets with final occupation dates. Set acceptable variance levels, e.g. within 2 weeks of target for each year needed from start of concept design to occupation.
	Delivery on budget	Compare stage 1 targets with final out turn cost.
	User specification delivered	Based on User acceptance criteria developed at stage 1. Measure is "yes" or "no", but if "no" then some form of % achievement should be considered.
	£/m² versus benchmark.	Benchmark against appropriate industry data
Happy Users	Good handover process	Questionnaire of users within the first 6 months of occupation. A set of standard questions needs to be developed.
	Users like the space / functionality / aesthetics	Questionnaire of users within the first 6 months of occupation. A set of standard questions needs to be developed.

Subject University of Leicester, PMO – Measuring Success

**Date** 2 August 2018 **Job No/Ref** 260652-00

#### 3 Lessons Leaned Review

It is good practice to hold a lessons learned review at the close of every project to help improve processes and eliminate common problems. The following is a suggested list for inclusion in lessons learned reviews by University of Leicester:

- Was the chosen procurement route OK?
- Any compliance or legal issues with finished building?
- Any business disruption issues?
- Any commissioning / training / O&M issues
- Were University of Leicester standard core specifications used?
- Any post completion modifications needed to meet business needs?
- Was a full governance audit trail maintained?
- Any communications or decision making issues?
- Any user issues during or after occupation?

#### 4 Intangible Items

It is not possible to measure the following items in quantitative way, but may be useful to record in a qualitative way:

- Does the new facility help to attract high calibre staff?
- Does it help to improve research publication output?
- Does it lead to increased revenue?
- Does it have good aesthetics? (Note; partially covered by user questionnaire in Section 2).



# Programme Management Office



# **PMO Operation**

# 6. Stakeholder Management Overview

Stakeholder Engagement is important for a project to provide robust and effective consultation and communication to key stakeholders. It is essential to identify stakeholders, both internal and external, so a broad cross section of the community is represented.

A report was produced outlining the methodology of identification, assessment and engagement of stakeholders, with an accompanying pre-populated stakeholder mapping template and stakeholder responsibilities matrix.

# University of Leicester **Programme Management Office**

# Stakeholder Engagement Strategy

PM005

Issue 01 | 2 August 2018



This report takes into account the particular instructions and requirements of our client. It is not intended for and should not be relied upon by any third party and no responsibility is undertaken to any third party.

Job number 260652-00

Ove Arup & Partners Ltd

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6	Feedb	ack	5

#### **Appendices**

#### Appendix A

Stakeholder Mapping Templates

#### 1 Introduction

Stakeholder Engagement is important for a project to provide robust and effective consultation and communication to key stakeholders. It is essential to identify stakeholders, both internal and external, so a broad cross section of the community is represented.

#### 2 Strategy Summary

The development of a stakeholder engagement strategy is proposed to follow key steps as below. This process should be completed by the Project Manager.

#### Step 1 – Identification of Stakeholders

- Early identification of internal and external stakeholders
- Initial engagement with key stakeholders to inform design development

#### Step 2 – Stakeholder Analysis and Plan

- Analysis of stakeholder influence and impact of change
- Develop stakeholder mapping
- Develop the consultation / engagement plan

#### Step 3 – Engage

- Appropriate management of communications and engagement with key stakeholders
- Keeping key stakeholders informed
- Utilise events, workshops, press releases, emails, newsletters, websites etc to engage and inform key stakeholders

#### Step 4 – Feedback

- Capture feedback to inform the programme and enable appropriate changes to be made
- Promote healthy discussion, full inclusion and ultimately supporting 'buyin' from stakeholders
- Continuously improve the process of engagement capturing and incorporating lessons learnt
- Continued analysis of stakeholder influence and support to ensure changes are captured

#### **3** Identification

The Project Manager and the Project Board should identify both internal and external stakeholders who will be impacted by the project. This process should be facilitated within a specific stakeholder management workshop. The use of mind maps and categorising stakeholder groups can aid the identification process. Examples of stakeholder groups can include the following, but is not an exclusive list.

#### Internal

- University Committees
- Project Board
- Sponsor
- Users
- Engineering
- Operations / Maintenance
- Procurement
- Legal
- Human Resources
- Fire & Security
- Campus Services
- IT & Telephony
- Campus Wide (Staff, Students, Post Graduates)

#### External

- MPs
- Councillors
- Local Residences
- Charities
- Town Planners
- Local Authorities

#### 4 Stakeholder Analysis

Each stakeholder has the potential to affect the outcome of the project depending on their level on influence. Stakeholders with a higher influence will have a greater effect on steering the direction of the project than those with a lower influence.

The other factor to consider is the impact that the project will have on a stakeholder once completed. An example of stakeholders who will have a high impact are the staff members, academics and students.

It is worth mapping out the stakeholders' influence and impact as shown in Table 1, to ensure that groups who have low influence but impacted highly are not ignored and conversely those with high influence, but are not impacted do not negatively steer the project direction.

This exercise is meant to highlight where we need to focus our attention and time. Forms of stakeholder engagement will need to be tailored based on individual stakeholder requirements and the context of the engagement.

Influence	High	<ul><li>Local Authorities</li><li>MPs</li></ul>	<ul><li>Building Managers</li><li>Space Planners</li><li>Project Managers</li></ul>	<ul><li> Pro VC</li><li> University Committees</li><li> Heads of Colleges</li></ul>		
	Medium	Project Team	<ul><li>Operations</li><li>Maintenance</li></ul>	Staff / Academics		
	Low	<ul><li>Charities</li><li>Local Residents</li><li>Community Groups</li></ul>	Industry Partners	Students		
		Low	Medium	High		
	Impact					

Table 1: Example Stakeholder Map, Influence and Impact

# 4.1 Stakeholder Mapping Templates

A stakeholder mapping template is outlined within Appendix A, which can be used to analyse stakeholder influence, impact and priorities.

A stakeholder responsibilities matrix is also provided in Appendix A, which is a checklist of stakeholder responsibilities by project stages. This should be completed for key stakeholders by the Project Manager to define what is required from them (e.g. users, required to pass key design decisions back to their wider stakeholder group, coordinate migration, liaise with HR, manage equipment / fit out requirements etc).

#### 5 Stakeholder Engagement

A range of engagement and communications methods can be used, and should be discussed with the project team to ensure they are the most appropriate for the audience.

Some of the communications methods such as newsletters will be applicable across all of the stakeholder groups. Other methods will just be appropriate and used for smaller groups of stakeholders.

The stakeholder mapping will assist in targeting the correct type of communication to relevant stakeholders, ensuring parties are not forgotten and comments are heard. Engagement should be determined on a case by case basis; example illustrated below.

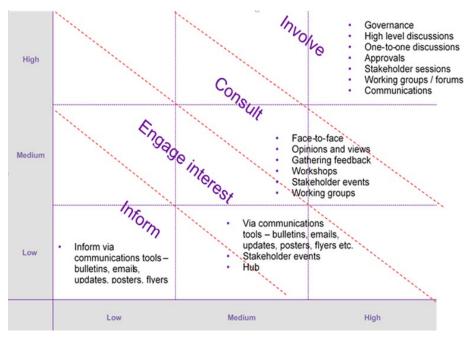


Figure 1: Communications Methods

There are multiple forms of engagement that extend beyond workshops and meetings. These can include:

- Project Website
- FAQs
- Newsletters
- Social Media
- Brochures and Flyers
- Focus Groups
- Surveys
- Emails
- Signage / Graphics on Hoardings

#### 6 Feedback

Feedback should be proactively sought on the different engagement and communications activities where appropriate. Examples of this will include:

- At the end of every workshop a feedback form is distributed to receive comments. This will provide tangible evidence on the usefulness of such interventions from which success can be measured and enable any adjustments to be made.
- Electronic surveys could be added to the end of relevant communications, such as newsletters to understand whether the information was useful and relevant to the receiving stakeholders.

# Appendix A

Stakeholder Mapping Templates

## **A2** Stakeholder Responsibilities Matrix



REPORT DATE: REPORT PERIOD: REPORT REFERENCE: REVISION:

No.	Stakeholder Group	Position	Name	Key Issues and Concerns	Level of Influence (H/M/L)	Level of Impact (H/M/L)	Proposed Communications Method(s)
	Management / Project Board	Pro-Vice-Chancellor		Project strategically aligns with University objectives     Project budget and timeline			Committee Meetings
		Director of Estates		Project strategically aligns with University objectives     Project budget and timeline			Committee Meetings     Project Board Meetings
		Director of Finance		Project strategically aligns with University objectives     Project budget and timeline			Committee Meetings
		Director of Projects & Planning		Project strategically aligns with University objectives     Project budget and timeline			Committee Meetings     Project Board Meetings
		Director of Service Development and Resources		Project strategically aligns with University objectives     Project budget and timeline			Committee Meetings     Project Board Meetings
		Director of Asset Management & Compliance		<ul> <li>Project strategically aligns with University objectives</li> <li>Project budget and timeline</li> <li>Building assets and compliance</li> </ul>			Committee Meetings     Project Board Meetings
		Director of IT Services		<ul> <li>Project strategically aligns with University objectives</li> <li>Project budget and timeline</li> <li>IT requirements</li> </ul>			Committee Meetings     Project Board Meetings
		Head of Programme (Major Projects)		Project strategically aligns with University objectives     Project budget and timeline			■Project Board Meetings
		Head of Programme (Minor Projects)		Project strategically aligns with University objectives     Project budget and timeline			■Project Board Meetings
		Capital Accountant		Project strategically aligns with University objectives     Project budget and timeline			Project Board Meetings
		Project Board Chair / Members		Project strategically aligns with University objectives     Project budget and timeline			■ Project Board Meetings
	Customer / End Users	Director of Operations for the College of Life Sciences		Project strategically aligns with College objectives     Project budget and timeline			
		Head of the College of Life Sciences		Project strategically aligns with College objectives     Project budget and timeline			
		Director of Operations for the College of Sciences and Engineering		Project strategically aligns with College objectives     Project budget and timeline			
		Head of the College of Sciences and Engineering		Project strategically aligns with College objectives     Project budget and timeline			
		Director of Operations for the College of Social Sciences, Arts and Humanities		Project strategically aligns with College objectives     Project budget and timeline			
		Head of the College of Social Sciences, Arts and Humanities		Project strategically aligns with College objectives     Project budget and timeline			
		Building Managers		User brief / scope     Project budget and timeline			



REPORT DATE: REPORT PERIOD: REPORT REFERENCE: REVISION:

No. Stakeholder Group	Position	Name	Key Issues and Concerns	Level of Influence (H/M/L)	Level of Impact (H/M/L)	Proposed Communications Method(s)
	Academic Floor Leads		User brief / scope     Project budget and timeline	, , , , , , , ,	,,,,,,,,,	
	Technicians		User brief / scope Project budget and timeline			
	Residential Services		User brief / scope Project budget and timeline			
	Car Parking		User brief / scope Project budget and timeline			
	Sport		User brief / scope Project budget and timeline			
	User Task Group Chair / Members		User brief / scope     Project budget and timeline			
Engineering	M&E Design Manager		<ul><li>• User brief / scope</li><li>• Building assets and compliance</li></ul>			
	Head of Utilities		<ul><li>■User brief / scope</li><li>■Building assets and compliance</li></ul>			
	Head of Supply Chain and Compliance (Engineering)		<ul><li>• User brief / scope</li><li>• Building assets and compliance</li></ul>			
Operational Team (Technology, Grounds and Gardens	Head of Operations		<ul><li>Building assets and compliance</li><li>Training and operation of assets</li></ul>			
	Management Information & Systems Manager		<ul><li>■Building assets and compliance</li><li>BIM Model, H&amp;S / O&amp;M File</li></ul>			
	BIM Manager		<ul><li>■Building assets and compliance</li><li>BIM Model, H&amp;S / O&amp;M File</li></ul>			
	Head of Maintenance		<ul><li>■Building assets and compliance</li><li>BIM Model, H&amp;S / O&amp;M File</li></ul>			
	Head of Irregular Maintenance		<ul><li>■ Building assets and compliance</li><li>• BIM Model, H&amp;S / O&amp;M File</li></ul>			
	Head of Grounds & Gardens		■Externals and landscape alterations			
Procurement	Senior Procurement Advisor		Procurement strategy			



REPORT DATE: REPORT PERIOD: REPORT REFERENCE: REVISION:

No.	Stakeholder Group	Position	Name	Key Issues and Concerns	Level of Influence (H/M/L)	Level of Impact (H/M/L)	Proposed Communications Method(s)
		Procurement Advisor					
	Legal	Director of Legal Services		Claims and liquidated damages			
	HR	Director of Human Resources		Staff resource requirements			
	Fire & Security	Fire Officer		Access and escape points, fire alarms, call points			
		Head of Security		Access and escape points, fire alarms, call points     Access control, CCTV			
		Operations Manager Security Services		Access and escape points, fire alarms, call points     Access control, CCTV			
	BMS	BMS Officer		<ul><li>■Building assets and compliance</li><li>• BIM Model, H&amp;S / O&amp;M File</li></ul>			
	Internal Catering	Catering Manager		■Building assets (catering)			
	Cleaning Dept.	Operations Manager for Cleaning Services		Building assets			



REPORT DATE: REPORT PERIOD: REPORT REFERENCE: REVISION:

No.	Stakeholder Group	Position	Name	Key Issues and Concerns	Level of Influence (H/M/L)	Level of Impact (H/M/L)	Proposed Communications Method(s)
	Environmental	Environmental Services		Building assets and compliance     Energy consumption			
		Policy & Environmental Services Manager		Building assets and compliance     Energy consumption			
	IT	College IT Manager		IT and AV requirements			
		Network Operations Manager		IT and AV requirements			
		Project Manager IT Services		IT and AV requirements			
	Telephony	Telecoms		Telecoms requirements			
	H&S	Health & Safety Officer		CDM requirements     H&S on site     ⊞&S File			
		Health & Safety Advisors -Workplace and Wellbeing		H&S considerations within the project     ⊞&S File			
	Campus Wide	Staff (professional services, academic, hard to reach/non-computer based)		New facilities provided     Disruptions from construction			
		Students (UG, PG, PGR)		New facilities provided     Disruptions from construction			
		Students Union Representatives		New facilities provided     Disruptions from construction			
		Industry partners		New facilities provided     Disruptions from construction			
		Visiting academic colleagues		New facilities provided     Disruptions from construction			
		Visiting prospective students, their parents and other prospective staff or partners		New facilities provided     Disruptions from construction			



REPORT DATE: REPORT PERIOD: REPORT REFERENCE: REVISION:

No.	Stakeholder Group	Position	Name	Key Issues and Concerns	Level of Influence (H/M/L)	Level of Impact (H/M/L)	Proposed Communications Method(s)
		Other Visitors		New facilities provided     Disruptions from construction			
		Event Managers (Open Days, Degree Congregation, Grad Ball, Welcome Week etc).		New facilities provided     Disruptions from construction			
	Community	Residents		Impact from construction and final project (e.g. traffic, visual impacts)			
		Community groups and networks		Impact from construction and final project (e.g. traffic, visual impacts)			
		Services (Police, Fire)		Impact from construction and final project (e.g. traffic, visual impacts)			
		Hospital trust		Impact from construction and final project (e.g. traffic, visual impacts)			
		Local retailers and SMEs		Impact from construction and final project (e.g. traffic, visual impacts)			
		MPs		Impact from construction and final project (e.g. traffic, visual impacts)     Benefits to the surrounding area (e.g. employment, improved education)			
		Charities and NGOs		Impact from construction and final project (e.g. traffic, visual impacts)			
		Landlords		Impact from construction and final project (e.g. traffic, visual impacts)			
		Local Planning Authority / Town Planners		Impact from construction and final project (e.g. traffic, visual impacts)     Aspects outlined within the pre-application consultation			
	Project Team	Architect (Design Leader)		Project brief, user requirements and scope			
		Civil / Structural Consultant		Project brief, user requirements and scope			
		MEP Consultant		Project brief, user requirements and scope			
		Cost Consultant		Project brief, user requirements and scope			
		Services Consultant		Project brief, user requirements and scope			



REPORT DATE: REPORT PERIOD: REPORT REFERENCE: REVISION:

No.	Stakeholder Group	Position	Name	Key Issues and Concerns	Level of Influence (H/M/L)	Level of Impact (H/M/L)	Proposed Communications Method(s)
		Project Manager		Project brief, user requirements and scope			
		Space		Project brief, user requirements and scope			
	Construction Team	Main Contractor		Project scope, site and tender information			
		M&E Subcontractor		Project scope, site and tender information			
		Controls subcontractor		Project scope, site and tender information			
		Commission Eng.		Project scope, site and tender information			



## **Stakeholder Responsibilities**

User Stakeholders (Example)

REPORT DATE: REPORT PERIOD: REPORT REFERENCE: REVISION:

No.	Stakeholder Responsibilities							
- NO.		Gate 0	Project Charter	Gate 1	Gate 2	Construction	Handover	
	Preperation & Brief							
001	Define Business Case	<b>√</b>	<b>✓</b>	<b>√</b>				
002	Establish Project Budget	✓		✓	✓			
003	Define engineering documents review / sign offs	✓		✓	✓	✓		
004	Define stage reports review / sign offs	✓	✓	✓	✓	✓	✓	
005	Sign off Programme / Schedule (including subsequent changes)	✓	✓	✓	✓	✓	✓	
006	Stakeholder Identification and Pass key design decisions back to wider stakeholder group (e.g. other users, college academics, staff)	✓	✓	✓	✓	✓	✓	
007	Set environmental performance targets			✓				
800	Gateway reality checks	✓		✓	✓			
	Design, Tender, Construction							
009	Intermediate evaluation workshops	✓	<b>✓</b>	✓	✓	✓		
010	Defining & Managing Project Changes	✓	✓	✓	✓	✓		
011	Develop Monthly reports / dashboards							
012	Develop detailed project brief			✓				
013	Review Design drawings and Specifications			✓	✓			
014	Stakeholder Identification and Pass key design decisions back to wider stakeholder group (e.g. other users, college academics, staff)	✓	✓	✓	✓	✓	✓	
015	Engineering review documents (incls Health and Safety, Fire Safety & Security)			✓	✓			
016	Planning Permission application / follow up							
017	Building Regs submission							
018	Environmental permits							
019	Develop health and safety plan							
020	Develop quality control plan							
021	Develop cost control plan							
022	Develop Initial Handover Plan		✓	✓	✓	✓	✓	
023	Develop Migration Action Plan		✓	✓	✓	✓	✓	
024	Operations design review			✓	✓			
025	Buildability, commssionability and maintainability							
026	Design usability/manageabliity		<b>✓</b>	✓	✓			
027	Refine and update early environmental performance targets			✓	✓			
	Incorporate handover & acceptance requirements in tender documents				✓			
029	Develop Disruption Management Plan							



## **Stakeholder Responsibilities**

User Stakeholders (Example)

REPORT

REPORT DATE: REPORT PERIOD: REPORT REFERENCE: REVISION:

Gale 0   Project Charter   Gale 1   Gale 2   Construction   Handover	No.					esponsibilities		
Special constitute of contract  Special constitute for fit out and specialist equipment  Special estimate for fit out and specialist equipment  Special estimate for fit out and specialist equipment  Specialist estimate for fit out and specialist equipment  Specialist estimate  Specialist estimate for fit out and specialist equipment  Specialist estimate equipment  Specialist estimate for fit out and specialist equipment  Specialist estimates estimates equipment  Specialist estimates estimates estimates equipment  Specialist estimates estimates estimates equipment  Specialist estimates estimates estimates estimates estimates estimates estimates es		Consequence of contract	Gate 0	Project Charter	Gate 1	Gate 2	Construction	Handover
Personal Section of the Contract of the Contra								
See Settimate for fit out and specialist equirment  303 Cest estimate for fit out and specialist equirment  304 Presendor cost softmate  305 Amage construction fender inequisitions  307 Ferriter i purchase fit out and specialist equipment  308 Approve construction contracts, Gaite 2  309 Essue continues  300 Approve construction contracts, Gaite 2  300 Essue continues  301 Centraction contracts admin  302 See See Set Set Set Set Set Set Set Set	031	Special conditions of contract						
Presenter cost estimate    Presenter Tracker doors	032	Tender list						
Services Tender docs  Services Tender for purchase if out and socialist equipment  Tender / purchase in out and socialist equipment  Tender / purchase in out and interpret and interpret	033	Cost estimate for fit out and specialist equipment						
Second Process of Engineering field observations   Seco	034	Pretender cost estimate						
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057 Compile building users guide 058 Complie technical guide 059 Commissioning and start-up	055	Setup initial training programme						✓
058 Complie technical guide 059 Commissioning and start-up	056	Building readiness programme						✓
059 Commissioning and start-up	057	Compile building users guide						
	058	Complie technical guide						
060 BMS interface demonstration	059	Commissioning and start-up						
	060	BMS interface demonstration						



## **Stakeholder Responsibilities**

User Stakeholders (Example)

REPORT DATE: REPORT PERIOD: REPORT REFERENCE: REVISION:

No.		Stakeholder Responsibilities							
NO.		Gate 0	Project Charter	Gate 1	Gate 2	Construction	Handover		
	Handover & Close Out								
061	Clarify responsibility for environmental and energy logging								
061	Snagging (pre-completion)						✓		
061	Collect commissioning records								
061	Establish Aftercare Team location (where intended)								
061	Health & Safety File review inc. As built documents								
061	Acceptance of completed work								
061	Staff and Operation Team Training								
061	Issue practical completion certificate								
061	Implement Migration Action Plan						✓		
061	Manage defects period (construction contract)								
061	Close out construction contract								



## Programme Management Office



## **PMO Operation**

### 7. PMO User Guides Overview

The PMO Manager must oversee the monthly Programme reporting process to ensure information is correctly populated, in the PMO Dashboard. The PMO User Guide provides step-by-step guide for the PMO Manager in the operation of the PMO.

As part of the ongoing PMO operation, the PMO Manager is required to report on the performance of the Capital Programme monthly, indicating the status of finances, milestones, risks, issues, key decisions, health and safety and resource forecasts. This is presented in the Finance Tracker and Programme Dashboard produced at the end of the second week of each month, for issue to the appropriate University committee and Estates & Campus Services Leadership. This report is also a practical guide for running the overall PMO reporting cycle.

The Finance Tracker Process referenced in this guide is provided within section 8 of the PMO documentation.

A Risk and Contingency User Guide is also included within this section, explaining how Project Managers should apply risk and contingency procedures throughout the Gated process.

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This report takes into account the particular instructions and requirements of our client. It is not intended for and should not be relied upon by any third party and no responsibility is undertaken to any third party.

Job number 260652-00

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## Appendices

### Appendix A

Project Dashboards

#### Appendix B

PMO Dashboard

#### 1 Introduction

As part of the ongoing PMO operation, the PMO Manager is required to report on the performance of the Capital Programme monthly, indicating the status of finances, milestones, risks, issues, key decisions, health and safety and resource forecasts. This is presented in the Finance Tracker and Programme Dashboard produced at the end of the second week of each month, for issue to the appropriate University Committee(s) and Estates & Campus Services Leadership.

This document report is a practical guide for running the overall PMO reporting cycle.

## 2 PMO Reporting Cycle

The PMO reporting cycle occurs within the first two weeks of every month. If the month starts in the middle of the week, the process can be adjusted to suit, allocating the same number of days as outlined within the calendar shown in figure 1.

(Please note the practical guide for the Financial Tracker is outlined within a separate report: Financial Tracker Processes, PM004.)

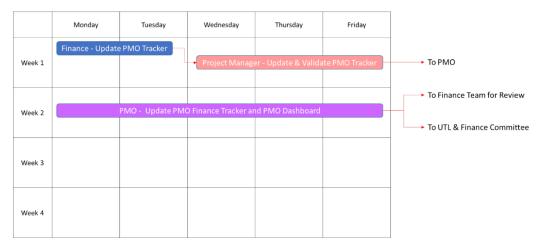


Figure 1: PMO Monthly Process

#### 2.1 Week 1 Activities

The following table outlines key activities to be undertaken in the PMO reporting cycle and responsibilities.

Owner	Activity
Finance	Update PMO Finance Tracker with following information
	<ul> <li>Add New Projects - As identified within the P-P Form (previously EF2012/EF2052 form), assigning a project code. (It is the Project Manager's responsibility to ensure that the completed form reaches the Finance team)</li> </ul>
	<ul> <li>Total Authorised Project Budget - As identified on the PM Dashboard and P-P Form (previously EF2012/EF2052 form) (Gross inc VAT). It is the Project Manager's responsibility to ensure that the completed form reaches the Finance team. If the project is new, the "Budget at Gate 0" should be populated.</li> </ul>
	SAP Cost to date (Gross inc VAT).
	<ul> <li>Updates are provided to the PMO Manager through a 1:1 catch up meeting, outlining changes made in the middle of the first week.</li> </ul>
Project	Update the PMO Finance Tracker with the following information
Managers	<ul> <li>Confirm projects assigned to their name, or the current assigned Project Manager inform their respective Estates Department Head (i.e. Major, Minor, Maintenance) for it to be reallocated.</li> </ul>
	<ul> <li>Update the Certified Invoices to Date of Report (Gross inc VAT).</li> </ul>
	Forecast out turn cost (Gross inc VAT).
	• RAG Status (Section 3.2.1).
	<ul> <li>Milestone and financial information (as outlined within the Financial Tracker Processes report (ref. PM004).</li> </ul>
	<ul> <li>Forecast and actual cashflow (based on certified invoices inc VAT) within the "Forecast" tab in the financial tracker. Details are outlined within the Financial Tracker Processes report (ref. PM004). (Note, the month of July should be reported on both an invoice and accruals basis).</li> </ul>
	<ul> <li>Updates are provided to the PMO Manager through a 1:1 catch up meeting, outlining changes made at the end of the first week.</li> </ul>
	Project Dashboards and Project Risk Registers
	<ul> <li>Send the latest Project Dashboards (an example of both major and minor project dashboards are provided in Appendix A) and Risk Registers (see Risk Management report, ref. PM002) for the month to the PMO Manager.</li> </ul>
	Note; these documents may have been updated before the first week (as the primary purpose is to serve the project), any major updates not included should be communicated to the PMO Manager within the 1:1 catch up meeting.

PMO	Coordinate the PMO Finance Tracker Process
Manager	<ul> <li>Any updates provided to the Finance Tracker (from Finance and Project Managers) should be done through the PMO Manager. This ensures the master copy is protected and there is confidence of the data reported. This can be done in multiple ways to suit the individual PMO Manager; such as sending the Finance Tracker template to the Project Manager with filtered projects. Updates can be discussed within the 1:1 catch up meetings a few days later.</li> </ul>

### 2.2 Week 2 Activities

The following table outlining key activities to be undertaken in the PMO reporting cycle and responsibilities.

Owner	Activity
PMO	Review PMO Finance Tracker / Project Dashboards and update PMO Dashboard
Manager	• Identify and track missing data from PMs and Finance within the Finance Tracker, including the forecast financials within the 1:1 catch up meetings.
	<ul> <li>Review Project Dashboards and liaise with PMs to compile for an overall programme summary, identifying key decisions, issues, programme risks for Major Projects and populate within the Programme Dashboard Overview (page 2).</li> </ul>
	<ul> <li>Review Project Dashboards and liaise with PMs to compile project updates on programme, finance, planning and risks for projects over £500k.</li> <li>Populate the Programme Dashboard KPI (pages 3-5).</li> </ul>
	• Review the forecast financials/actuals within the Finance Tracker and populate the Programme Dashboard Finance (page 6) and Finance section within the Overview (page 2).
	• Review the Financial Tracker and copy and paste data from the "Master Tracker" tab into the Programme Dashboard "Tracker (ref only)" tab.
	• Review the Programme Dashboard Schedule page, ensuring accuracy in the project codes for the reported projects (page 7).
	Collate risks from Project Risk Registers and populate the Programme     Dashboard Risk (page 8).
	Collate H&S data from contractor reports on Major Projects to populate the Programme Dashboard H&S page.
	(Note, this is currently under development by Callidus (page 9)).

## 3 PMO Programme Dashboard

This section provides detail to the PMO Manager on updating / navigating the Programme Dashboard. Everything in this section is undertaken by the PMO Manager, unless otherwise stated.

The PMO Dashboard is used to update the Estates & Campus Services Leadership and Finance on the performance of the capital programme. The PMO Dashboard is updated by the PMO Manager at the end of the second week of the month. An example copy of the PMO Programme Dashboard is provided within Appendix A.

A snapshot of key information is provided on the overview page of the dashboard, but if further detail is required on any particular topic, supplementary pages are included which provided a more in-depth view. This allows Estates & Campus Services Leadership to make informed decisions on any key issues which must be made.

The following pages are explained below:

- Overview
- Key Performance Indicators (KPIs)
- Finance
- Schedule
- Risk
- Health & Safety

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#### 3.1 Overview – Programme Dashboard Page 2

The overview page in the Programme Dashboard is the high level snapshot of the programme. The supporting pages behind the overview page is to supplement this, focusing on particular areas such as project KPIs, finance, schedule and risk.

It should be noted a separate piece of work is currently being undertaken by Callidus to focus on health and safety KPIs. Once agreed with the University, the health and safety dashboard can be linked into the Programme Dashboard.

The following figure 2 is an example of the Programme Dashboard overview page.

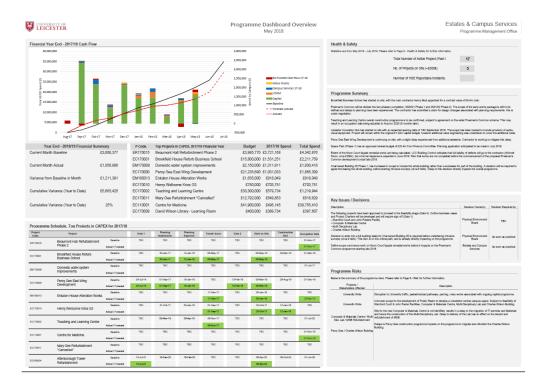


Figure 2 PMO Dashboard, Overview Page

#### 3.1.1 Programme Summary

This should be a summary of the key updates on the capital programme. This can include the approval of new projects, major risks, key decisions, issues, delays, overspend, large financial claims, disruptions to University operations etc.

The source of information is from the Project Manager's project dashboards and the Capital Projects section within the Estates and Campus Services Update report, produced by the Head of Programme (Major Projects). It is not practical to report on all project updates in this section, therefore the content is determined by the PMO Manager's discretion based on an overview of the most important project updates across the programme.

#### 3.1.2 Health & Safety

The Health & Safety KPIs shown on the overview page will be populated from data collated in line with the work being undertaken by Callidus. An initial set of statistics incorporated into the Programme Dashboard and to be collated by the PMO Manager include:

- Total Number of Active Projects (Past Gate 1, >£500k)
- No. of Projects on Site (>£500k)
- Number of HSE Reportable Incidents / Accidents

It is envisaged additional statistics may be incorporated into the Programme Dashboard once the University agrees the key health and safety KPIs and flexibility is provided in the Programme Dashboard to incorporate additional data.

#### 3.1.3 Key Decisions / Issues

These should outline the major decisions and issues that need to be resolved, clearly stating when the decision or action that needs to take place and by whom. If possible / applicable, it should describe the consequence for lack of action.

The sources of information will be from the PM dashboards and the Capital Projects section within the Estates and Campus Services Update report. Alongside, through engagement with the PMs, the PMO Manager will be required to identify any key decisions / issues from an understanding of the overall capital programme / projects.

#### **3.1.4** Risks

This section outlines any major programme risks and key project risks which the PMO Manager has identified through engagement with the PMs. The top 5-10 risks are summarised on the Overview page from the Programme Dashboard page on Risk.

The source of information is from the PM dashboards and the Capital Projects section within the Estates and Campus Services Update report, with key programme and project risks captured on "Page 8 – Risk" tab.

#### 3.1.5 Finance Section

The finance section contains a graph with monthly spend breakdown of capital projects by category in the financial year, baseline forecast cashflow and forecast actual / actual. An explanation of generating this graph is outlined in section 0 and is the same graph used in the "Page 6 – Finance" tab.

The financial tables highlight the following information below and are automatically updated from the "Page 6 – Finance" tab. See section 3.3.4 for details for updating the financial information.

- Current Month Baseline
- Current Month Actual
- Variance from Baseline in Month
- Cumulative Variance (Year to Date)
- Cumulative Variance Percentage (Year to Date)

The Top Projects in CAPEX for 2017/18 Financial Year is found in the Financial Tracker, sorting projects by "Spend 17/18" in the "Forecast" tab. The Project Code should be input in the table, and the title, budget and total spend should update automatically from the "Tracker (ref only)" tab (note: data from the updated Financial Tracker should be pasted into this tab so the latest information is referenced). The 2017/18 Spend should be input manually from the Financial Tracker.

P Code.	Top Projects in CAPEX, 2017/18 Financial Year	Budget	2017/18 Spend	Total Spend
ER170015	Beaumont Hall Refurbishment Phase 2	£3,985,770	£3,721,168	£4,342,876
EC170001	Brookfield House Refurb Business School	£15,800,000	£1,531,251	£2,211,759
EM170008	Domestic water system improvements	£2,150,000	£1,311,911	£1,930,418
EC170000	Percy Gee East Wing Development	£21,235,690	£1,031,033	£1,865,309
EM180013	Enkalon House Alteration Works	£1,635,000	£918,049	£918,049
EC170010	Henry Wellcome Krios G3	£750,000	£703,751	£703,751
EC170002	Teaching and Learning Centre	£30,300,000	£579,734	£1,219,944
EC170011	Mary Gee Refurbishment *Cancelled*	£12,792,000	£549,853	£818,629
EC110001	Centre for Medicine	£41,900,000	£495,145	£39,755,410
EC170009	David Wilson Library - Learning Room	£400,000	£389,734	£397,607

Figure 3 PMO Dashboard, Top Projects in CAPEX table

#### 3.1.6 Programme Schedule

The programme section is automatically generated by referencing the "Tracker (ref only)" tab. Any projects can be reported by inserting the desired project code for the respective project. As a default, the top projects by Capex in the 2017/18 financial year are reported.

The milestones are conditionally formatted, where forecast/actual dates which surpass the baseline turn red. Project codes and titles should be cross checked to ensure they have been properly copied across from the Schedule page.

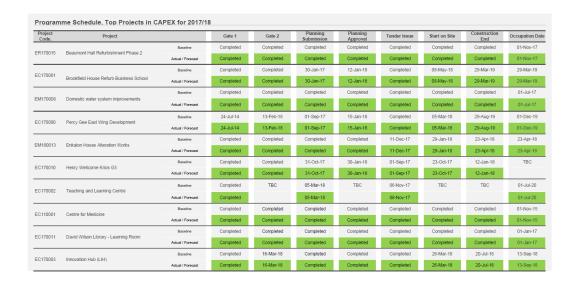


Figure 4 PMO Dashboard, Programme Schedule Top Projects in CAPEX table

#### 3.2 Key Performance Indicators (KPIs) – Page 3-5

The KPIs sheet graphically provide a high-level summary of the performance of all projects >£500k by Capex, in addition to projects reported by exception (i.e. projects requiring attention in some aspect as identified by the PMO Manager / informed by Estates & Campus Services Leadership). The project KPIs are reported over three pages divided as follows.

- >£5m
- £1m £5m
- £500k £1m, and projects by exception

The project specific information below is found within the Financial Tracker and input manually by the PMO Manager.

- Project Code
- Project Title
- Approved Budget
- Projected Out-turn
- Site Programme (start / practical completion dates)
- Forecast Completion Date

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The KPIs are manually input by the PMO Manager, indicating the trend (increase, decrease, no change from the last reporting period) and should reflect the PM RAG status in the Finance Tracker and Project Dashboards (Section 3.2.1). Commentary against each KPI should input directly, with updates found within the Project Dashboards, Callidus H&S Project Dashboard (under development) and the Estates and Campus Services Update report.

The KPIs tracked are as follows.

- Programme
- Financial
- Planning
- Risk
- Health & Safety

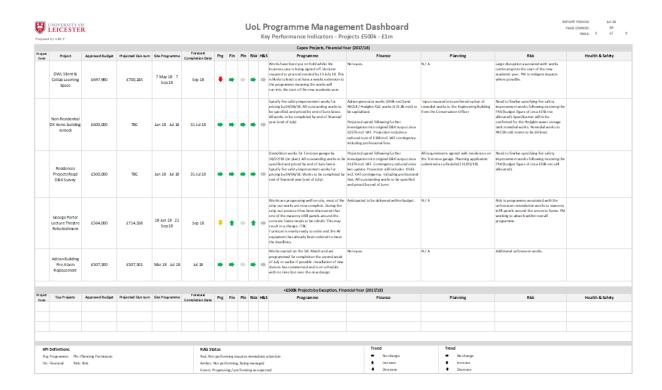


Figure 5 PMO Dashboard, Key Performance Indicators Page

#### 3.2.1 PM RAG Ratings Definition

The Red / Amber / Green (RAG) status reported by PMs within the Financial Tracker and Project Dashboards should be defined as follows.

#### R Items in RED

- The requirements are either not in place or are in place, but the item poses an immediate risk to the successful completion of the project.
- Finance = <10% over budget estimate.
- Programme = delay that impacts/defers occupation of the asset, forcing 3rd party impact/input.
- H&S = Significant risk to project team and/or occupants.

#### A Items in AMBER

- The requirements are not in place and still require completing or are in place but there is risk to the project surrounding the item.
- Finance = >5% over budget estimate.
- Programme = delay that has the potential to delay task/activity however NOT operation and use of the asset.
- H&S = issue that has been recognised but is a manageable risk.

#### **G Items in GREEN**

- The requirements are in place and currently there is no risk to the project.
- Finance = within budget and contingency threshold.
- Programme = on programme to deliver asset by prescribed deadline.
- H&S = No Issues.

•

### 3.3 Finance – Page 6

The finance page consists of the following financial information on the Capital Programme.

- Programme Finance Cashflow Summary & Notes
- Minor Works Financial Breakdown
- 5 Year Financial Programme Forecast
- Programme Summary (£)
  - Current Month Baseline
  - Current Month Actual
  - Variance from Baseline in Month
  - Cumulative Year to Date Baseline
  - Cumulative Year to Date Actual
  - Cumulative Variance Year to Date

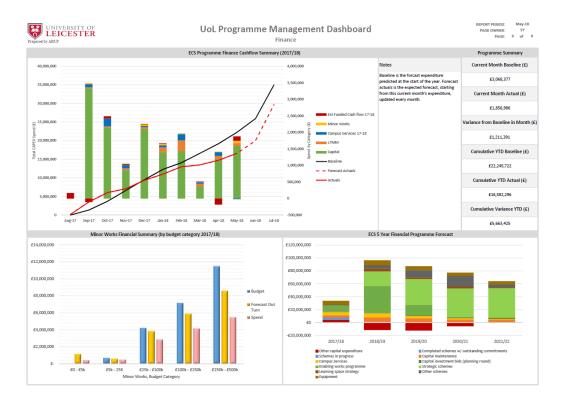


Figure 6 PMO Dashboard, Finance Page

#### 3.3.1 Programme Finance Cashflow Summary

The programme finance cashflow summary graph displays capital projects by category, baseline forecast cashflow and forecast actual / actual. The update process is described below.

Step	Activity
Step 1	The categories are broken down within the Financial Tracker, "Forecast" tab, which includes the forecast finances (by certified invoices to the end of the month). The forecast finances are populated by the Project Manager / Quantity Surveyor, and the category defined by the PMO Manager (with Estates & Campus Services Leadership). Undertaken within the first week as part of updating the Financial Tracker (section 0).
Step 2	The Forecast Approved Invoices summary table is at the bottom of the forecast spreadsheet (Figure 7) and highlights the actual approved invoices (light red) against future forecast.
	The PMO Manager should copy across figures in this table into the Project Cashflow Summary table (Figure 8) in the "Cashflows" tab of the PMO spreadsheet every month post PM update.
Step 3	The Baseline forecast cashflow is taken from the Baseline Forecast summary table within the Financial Tracker (Figure 7). The PMO Manager should copy across figures into the Project Cashflow Summary table (Figure 9) in the "Cashflows" tab of the PMO spreadsheet. Note, these figures are fixed at the start of the year (August) and therefore this only needs to be done once per year.
Step 4	The PMO Manager should provide notes as to the status of expenditure, (e.g. why there is a predicted or actual overspend/underspend). This will require pro-active investigation by the PMO Manager, potentially talking to Finance / Project Managers and reviewing the updates within the Financial Tracker.

Page 14

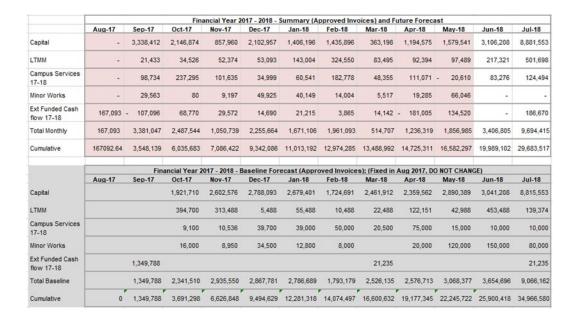


Figure 7 Finance Tracker, "Forecast" Tab, Forecast Approved Invoices summary table (top); Baseline Forecast summary table (bottom)



Figure 8 PMO Dashboard, "Cashflow" Tab, Project Cashflow Summary (Forecast Actuals / Actuals, column E to Q)



Figure 9 PMO Dashboard, "Cashflow" Tab, Project Cashflow Summary (Forecast Baseline, column R to AD)

#### 3.3.2 Minor Works Financial Breakdown

The Minor Works Financial Breakdown shows spend of projects below £500k against their budget and forecast spend. The process is described below:

Step	Activity
Step 1	Forecast finances for minor projects are populated by the Project Manager / Quantity Surveyor within the Financial Tracker, "Forecast" tab. Undertaken within the first week as part of updating the Financial Tracker (section 0).
Step 2	Finance update the SAP Cost to date in the Financial Tracker. Undertaken within the first week as part of updating the Financial Tracker (section 0).
Step 3	The figures are drawn from the Financial Tracker, "Forecast" tab in the Minor Works Breakdown table at the bottom of the spreadsheet. The PMO Manager copies across figures to the PMO Dashboard, "Cashflow" tab (Figure 10).

	Minor Works Breakdown 2017/18		
	Budget	Forecast	Spend TD
£0 - £5k	30,839	1,172,212	438,459
£5k - 25K	710,093	612,097	511,362
£25k - £100k	4,227,184	3,872,279	2,891,190
£100k - £250k	7,182,598	5,908,192	4,162,338
£250k - £500k	11,477,004	8,586,567	5,490,566

Figure 10 Finance Tracker, "Forecast" Tab, Minor Works Breakdown Table

4	A	В	С	D	
11	Minor Works Breakdown 2017/18				
		Budget	Forecast	Spend TD	
12			Out Turn	Spend TD	
13	£0 - £5k	30,839	1,172,212	438,459	
14	£5k - 25K	710,093	612,097	511,362	
15	£25k - £100k	4,227,184	3,872,279	2,891,190	
16	£100k - £250k	7,182,598	5,908,192	4,162,338	
17	£250k - £500k	11,477,004	8,586,567	5,490,566	

Figure 11: PMO Dashboard, "Cashflow" Tab; Minor Works Breakdown Table

#### 3.3.3 5 Year Financial Programme Forecast

The figures are currently drawn from a spreadsheet that Finance produced before the start of the financial year, and updated annually. The categories (below) are different to those within the Programme Finance Capital Summary, and therefore Estates & Campus Services Leadership / PMO Manager should reconcile which categories should be used or if this is acceptable. The data is within the "Financial Forecast" within the PMO Dashboard.

- Completed schemes w/ outstanding commitments
- Schemes in progress
- Capital maintenance
- Campus Services
- Capital investment bids (planning round)
- Enabling works programme
- Strategic schemes
- Learning space strategy
- Other schemes
- Equipment
- Other capital expenditure

#### 3.3.4 Programme Summary

The Programme Summary information is populated automatically from the "Cashflows" tab, with data drawn from the Financial Tracker (see Section 0, same process). Details of figures below.

- Current Month Baseline Forecast Baseline table (Figure 9); referencing the "Totals" row for the respective reporting month.
- Current Month Actual Project Cashflow Summary table (Figure 8); referencing the "Totals" row for the respective reporting month.
- Variance from Baseline in Month Difference between the Current Month Baseline and the Current Month Actual.
- Cumulative YTD Baseline Forecast Baseline table (Figure 9); referencing the "Cumulative" row for the respective reporting month.
- Cumulative YTD Actual Project Cashflow Summary table (Figure 8); referencing the "Cumulative" row for the respective reporting month.
- Cumulative Variance YTD Difference between the Cumulative YTD Baseline and Cumulative YTD Actual.

## 3.4 Schedule – Page 7

The schedule page highlights key milestones outlined below.

- Gate 1
- Gate 2
- Planning Submission
- Planning Approval
- Tender Issue
- Tender Evaluation
- Start Construction
- End Construction
- Occupation Date

The milestones are conditionally formatted, turning red if forecast / actual surpasses the baseline date. Process for updating is outlined in the following steps:

Step	Activity
Step 1	Milestones information is updated by the Project Manager within the Financial Tracker, "Master Tracker" tab. Undertaken within the first week as part of updating the Financial Tracker (section 0).
Step 2	PMO Manager to copy figures from the updated Financial Tracker directly into the "Tracker (ref only)" tab. As this is a reference tab formatting is not a requirement, however it is important to check that project codes against the project data and headings are accurate; as the data is referenced automatically
Step 3	PMO Manager to input project codes for the desired projects to be reported on.  Note, data on the first ten projects within this sheet are automatically drawn
	into the Overview page (section 3.1.6). However, this can be overwritten by entering the project code for the desired project.
Step 4	Comments should be given by the PMO Manager for projects which indicate delays and should specifically address issues surrounding schedule (i.e. exclude financial updates). The commentary should follow what is written in the Finance Tracker / Programme Overview page (specific to milestones) and not contain any new information.



Figure 12 PMO Dashboard, Schedule Page

#### 3.5 Risk – Page 8

The risk page records the top programme and project risks across the Estates Capital Programme and is input by the PMO Manager.

#### 3.5.1 **Programme Risks**

Currently the programme risks are recorded directly within the "Page 8 – Risks" tab. The source of the programme risks comes directly from the PMO Manager, identifying risks through conversations with PMs, the Head of Programme (Major Projects) and the Finance department. This should be reviewed and updated monthly.

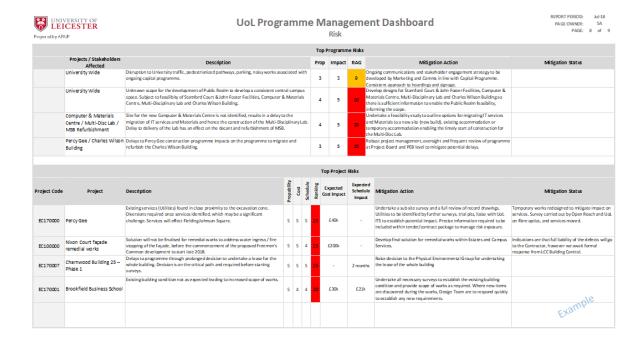


Figure 13 PMO Dashboard, Risk Page

#### 3.5.2 **Project Risks**

The highest project risks are identified through the collation of all project risk registers, provided by the PMs, using expected monetary value (EMV). EMV is a calculation used to estimate the statistical impact of a risk, multiplying the probability by the potential cost impact (formula below). It can be reasonably assumed that risks with the highest EMV offer the greatest financial risk to the University. A similar calculation can be done for programme delays, however caution will have to be taken as the calculation assumes the impact of the risk is on the critical path.

 $EMV(\pounds) = Probability(\%) \times Cost\ Impact\ if\ Risk\ Occurs(\pounds)$ 

The values for probability (likelihood) is in column D, most likely cost impact in column H and programme column I within the Project Risk Register. The PMO Manager should undertake the EMV calculation on all major project risk registers and incorporate the highest risks within the dashboard.

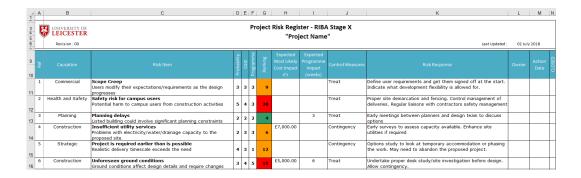


Figure 14: Project Risk Register

#### 3.6 Health & Safety – Page 9

This page is currently under development by Callidus. The PMO Manager should coordinate with Callidus to incorporate the relevant KPIs / dashboard into this report.

The Programme Dashboard references the Health and Safety page provided by Callidus for each monthly reporting cycle.

# **Appendix A**

Project Dashboards

## A1 Major Projects Dashboard

The project Dashboard is primarily used for Major Capital Projects and reported monthly b Project Managers. This information held within the dashboard is used to inform the Financial Tracker and Programme Dashboard. This includes:

- Project Summary Update
- RAG Status
- Milestones
- Key Decisions and Actions
- Risks
- Project Changes

## **A2** Minor / Maintenance Projects 4-Box Report

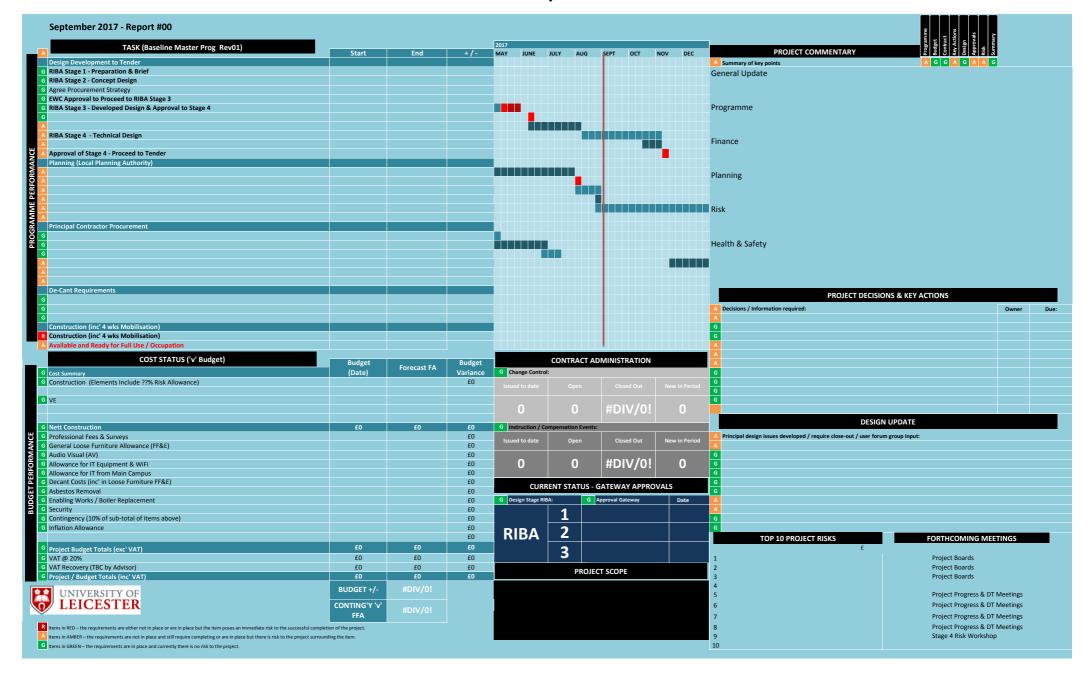
The 4 Box Report is a smaller more condensed monthly report intended for Maintenance and Minor Projects. This is better suited to these types of projects as they are typically shorter in nature, where Project Managers will be managing many of these. As a result, the 4 box report is a more pragmatic approach to reporting which is not too onerous to complete.

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# **Appendix B**

PMO Dashboard

# **B1 PMO Dashboard Template**



#### **Change Control**

			< 74.9%
0	input		75.0 - 89.9%
0	input		> 90.0%
0	Auto	#DIV/0!	
0	input		
	0	0 input 0 Auto	0 input 0 Auto #DIV/0!

<b>Compensation Events / Instruc</b>	tions			
				< 74.9%
Issued to Date	0	input		75.0 - 89.9%
Closed Out	0	input		> 90.0%
Open	0	input	#DIV/0!	
New in Period	0	input		

£0	Auto	< 4.9%
£0	Auto	5.0 - 9.9%
£0	Auto	> 10.0%
#DIV/0!	Auto	
0	input	
	£0 £0	£0 Auto £0 Auto #DIV/0! Auto

# **PROJECT MANAGER 4-BOX UPDATE REPORT (Internal)**

**Project Name: Programme Title:** 

Programme Milestones:		Major Milestones	Date / Status
Upcoming Milestones	Date /Status	RIBA 2 – Concept Design Sign Off	23 June 18
		RIBA 3 - Developed Design Sign Off	
		RIBA 4 – Technical Design Sign Off	
		Planning Submission	
		Planning Approval	
		Tender Issue	
		Tender Return	
		Tender Analysis Complete	
		Signed Contract	
		Construction Start	
		Practical Completion	
		Occupation Date	

	RIBA 4 – Technical Design Sign Off	
	Planning Submission	
	Planning Approval	
	Tender Issue	
	Tender Return	
	Tender Analysis Complete	
	Signed Contract	
	Construction Start	
	Practical Completion	
	Occupation Date	
Decisions / Halp Boquirade		

Decisions / Help Required:	

		- 11 p	
	Not on plan & recoverable	Complete	
Date: Development Lead:			

**Activities Last Period:** 

**Activities Next Period:** 



Prepared by Arup

# UoL ECS Capital Programme Management Office Dashboard

REPORT DATE: 02-Aug-18
REPORT PERIOD: Jul-18
PAGE OWNER: SA

PAGE: 1 of 9

#### **Contents**

- 1. Cover Page
- 2. Overview
- 3. Key Performance Indicators, >£5m
- 4. Key Performance Indicators, £1m £5m
- 5. Key Performance Indicators, £500k £1m
- 6. Finance
- 7. Schedule
- 8. Risk
- 9. Health and Safety

The purpose of the PMO Dashboard is to act as a reporting tool for the PMO function, to report to the Department of Estates & Campus Services on the University Capital Programme. The information in this dashboard highlights any key decisions / actions to be undertaken, and issues that need to be escalated through the University. It also provides an update on the KPIs noted below:

- Programme
- Finance
- Planning
- Risk
- ⊕Health & Safety

This will be updated at the end of the second week every month, following completion of the financial tracker. The sources of information are as follows:

- The general updates, schedule and risk information is provided by the University Project Manager.
- Financials are provided by the University Finance Department
- Health & Safety updates are extracted from the contractor's report and varified by the University Project Manager.

#### **Document References**

The PMO dashboard is referenced from the PMO Financial Tracker and Project Dashboard.

A PMO Dashboard User Guide is avaliable, outlining the sources of information and how to navigate / populate the dashboard.



5,000,000

Financial Year End - 2017/18 Cash Flow 40.000.000 4.000.000 3,500,000 35,000,000 3 000 000 30.000.000 2,500,000 Ext Funded Cash flow 17-18 25,000,000 Minor Works 2.000.000 Campus Services 17-18 20,000,000 MMTI 1,500,000 🚊 Capital F 15,000,000 1.000.000 - - Forecast Actuals 10,000,000 500,000 

Aug-17 Sep-17 Oct-17 Nov-17 Dec-17 Jan-18 Feb-18 Mar-18 Apr-18 May-18 Jun-18 Jul-18

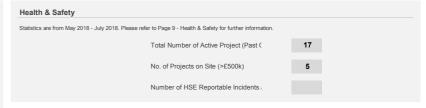
Year End - 2018/19 Financial S	ummary
Current Month Baseline	£3,654,696
Current Month Actual	£1,853,117
Variance from Baseline in Month	£1,801,579
Cumulative Variance (Year to Date)	£7,465,004
Cumulative Variance (Year to Date)	29%

Р	Code.	Top Projects in CAPEX, 2017/18 Financial Year	Budget	2017/18 Spend	Total Spend
ER	170015	Beaumont Hall Refurbishment Phase 2	£3,985,770	£3,721,168	£4,342,876
EC	170001	Brookfield House Refurb Business School	£15,800,000	£1,663,663	£2,344,141
EC	170000	Percy Gee East Wing Development	£21,193,000	£1,570,615	£2,404,891
EM	1170008	Domestic water system improvements	£2,150,000	£1,360,094	£1,978,601
EM	1180013	Enkalon House Alteration Works	£1,647,000	£1,035,416	£1,035,416
EC	170010	Henry Wellcome Krios G3	£750,000	£703,751	£703,751
EC	170002	Teaching and Learning Centre	£30,300,000	£590,712	£1,230,922
EC	170011	Mary Gee Refurbishment *Cancelled*	£12,792,000	£555,342	£824,118
EC	110001	Centre for Medicine	£41,900,000	£495,145	£39,755,410
EC	170009	David Wilson Library - Learning Room	£400,000	£389,734	£397,607

-500,000

#### Programme Schedule, Top Projects in CAPEX for 2017/18

Project		Gate 1	Submission	Approval	Tender Issue	Gate 2	Start on Site	End	Occupation Date
Beaumont Hall Refurbishment	Baseline	TBC	TBC	TBC	TBC	TBC	TBC	TBC	01-Nov-17
Phase 2	Actual / Forecast								01-Nov-17
Brookfield House Refurb	Baseline	TBC	29-Sep-17	11-Jan-18	08-Jan-18	28-Mar-18	07-May-18	29-Mar-19	12-Apr-19
Business School	Actual / Forecast		29-Sep-17	11-Jan-18	08-Jan-18	28-Mar-18	07-May-18	05-Apr-19	
Domestic water system	Baseline	TBC	TBC	TBC	TBC	TBC	TBC	TBC	01-Jul-17
improvements	Actual / Forecast								01-Jul-17
EC170000 Percy Gee East Wing Development	Baseline	24-Jul-14	01-Sep-17	15-Jan-18	17-Oct-17	13-Feb-18	05-Mar-18	29-Aug-19	01-Dec-19
	Actual / Forecast	24-Jul-14	01-Sep-17	15-Jan-18	17-Oct-17	13-Feb-18	05-Mar-18	29-Aug-19	
Enkalon House Alteration	Baseline	TBC	TBC	TBC	11-Dec-17	TBC	29-Jan-18	TBC	TBC
Works	Actual / Forecast				11-Dec-17		29-Jan-18		23-Apr-18
	Baseline	TBC	31-Oct-17	30-Jan-18	01-Sep-17	TBC	23-Oct-17	12-Jan-18	01-Apr-18
EC170010 Henry Wellcome Krios G3	Actual / Forecast				01-Sep-17		23-Oct-17	12-Jan-18	
Tarabian and Laureina Contra	Baseline	TBC	05-Mar-18	09-Apr-18	06-Nov-17	TBC	TBC	TBC	01-Jul-20
reaching and Learning Centre	Actual / Forecast				06-Nov-17				
Out of Market	Baseline	TBC	TBC	TBC	TBC	TBC	01-Mar-18	01-Sep-18	01-Nov-15
Centre for Medicine	Actual / Forecast						01-Mar-18	01-Sep-18	01-Nov-15
Mary Gee Refurbishment	Baseline	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC
*Cancelled*	Actual / Forecast								
Attenborough Tower	Baseline	13-Jul-21	16-Dec-22	16-Feb-23	TBC	TBC	06-Apr-23	09-Oct-24	01-Jul-26
	Beaumont Hall Refurbishment Phase 2  Brookfield House Refurb Business School  Domestic water system improvements  Percy Gee East Wing Development  Enkalon House Alteration Works  Henry Wellcome Krios G3  Teaching and Learning Centre  Centre for Medicine  Mary Gee Refurbishment "Cancelled"	Beaumont Hall Refurbishment Phase 2  Brookfield House Refurb Business School  Domestic water system improvements  Percy Gee East Wing Development  Enkalon House Alteration Works  Actual / Forecast  Baseline  Actual / Forecast	Beaumont Hall Refurbishment Phase 2	Beaumont Hall Refurbishment   Baseline   TBC   TBC	Beaumont Hall Refurbishment   Baseline   TBC   TBC   TBC   TBC	Beaumont Hall Refurbishment   Baseline   TBC   TBC   TBC   TBC   TBC	Beaumont Hall Refurbishment   Baseline   TBC   TBC	Beaumont Hall Refurbishment   Baseline   TBC   TBC	Beaumont Hall Refurbishment   Baseline   TBC   TBC



#### Programme Summary

Brookfield Business School has started on site, and with asbestos continually being found during strip out. A 'notice of potential delay' has been issued by the contractor, however adjusted dates have been reviewed with the client and Move Manager and no operational impact is anticipated.

Freeman's Common will be divided into two phases (completion; 2020/21 Phase 1 and 2021/22 Phase 2). The scope of the early works package is still to be defined and delays to planning have been experienced. The contractor has submitted a claim for design changes associated with planning requirements, this is under negotiation.

Teaching and Learning Centre is currently going through a value engineering exercise, finding £4m worth of savings to align with the budget. Programme under review, following the contractor withdrawing from the project and wider Freemen's Common scheme.

Leicester Innovation Hub works remain on programme, and positively the budgetary pressure has been reduced. The procurement of the furniture and a review of the IT scope of works has identified a saving of circa £35k, which means the capital outturn cost (excl. the AV wall) is at this time not predicted to require allocation of the ring feneed £R0F contingery.

Percy Gee East Wing Development is continuing on site. Contractor has requested a 7 week extension associated with asbestos removal and relocation of existing services.

Space Park (Phase 1) has an approved revised budget of £20.4m from Finance Committee. Planning application anticipated to be made end of July 2018.

Extent of the Nixon Court façade remedial works are being calculated. LCC Building Control indicates that full liability of defects will go to the contractor (Wilmott Dixon, circa £200k), but a formal response is expected in June 2018. Risk that works are not completed before the commencement of the proposed Freemen's Common development to start late 2018.

Charmwood Building 25 Phase 1, has increased in scope to include the whole building rather than a sub-lease for part of the building. A decision will be required to agree the leasing the whole building, before starting intrusive surveys (circa £140k). Delay to this decision directly impacts the overall programme.

Stamford Court and John Fosters Facility refurbishment appointing design team, expected in July 2018.

Key Issues / Decisions		
Description	Decision Owner(s)	Decision Required by
The following projects have been approved to proceed to the feasibility stage (Gate 0). Outline business cases and Project Charters will be developed and will require sign off (Gate 1).  - Stamford Court and John Fosters Facility - Computer & Materials Centre - Wilti Disciplinary Lab - Charles Wilson Building	Physical Environment Board	TBC
Decision to enter into a full building lease for Charnwood Building 25 is required before undertaking intrusive surveys (circa £140k). This item is on the critical path, and is already directly impacting on the programme.	Physical Environment Board	As soon as practical
Define scope commence work on Nixon Court façade remedial works before it impacts on the Freeman's Common programme starting late 2018.	Estates and Campus Services	As soon as practical
Determine next steps in progressing the Freemen's Common scheme following the contractor withdrawing from the process.	Estates and Campus Services	As soon as practical

Programme Risks		
elow is the summary of the progran	nme risks. Please refer to Page 8 - Risk for further information.	
Projects / Stakeholders Affected	Description	RA
University Wide	Disruption to University traffic, pedestrianized pathways, parking, noisy works associated with ongoing capital programme.	9
University Wide	Unknown scope for the development of Public Realm to develop a consistent central campus space. Subject to feasibity of Stamford Court & John Foster Facilities, Computer & Materials Centre, Mutti-Disciplinary Lab and Charles Wilson Building.	20
Computer & Materials Centre / Multi- Disc Lab / MSB Refurbishment	Site for the new Computer & Materials Centre is not identified, results in a delay to the migration of IT services and Materials and hence the construction of the Multi-Disciplinary Lab. Delay to delivery of the Lab has an effect on the decant and refurbishment of MSB.	20
ercy Gee / Charles Wilson Building	Delays to Percy Gee construction programme impacts on the programme to migrate and refurbish the Charles Wilson Building.	15

 Refurbishment
 Actual / Forecast
 13-Jul-21
 16-Dec-22
 16-Feb-23
 06-Apr-23
 09-Oct-24
 01-Jul-26



Key Performance Indicators - Projects >£5m

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											Capex Projects, Financial Yea	ar (2017/18)			
Project Code	Project	Approved Budget	Projected Out-turn	Site Programme	Forecast Completion Date	Prg	Fin	Pln	Risk	н&9	Programme	Finance	Planning	Risk	Health & Safety
Code	Brookfield School of Business	£15,800,000	£15,800,000	27 Feb 18 – 29 Mar 19	29 Mar 19	•	<b>→</b>	•	•	<b>→</b>	items of asbestos are continually found during the soft-strip/demolition work and these are	Henry Boot appointed for a contract value of E8.6 million ex VAT.  Projected out turn to fall within budget.	Planning approved.	A risk workshop was held in July 2018 with the design team and the contractor (Henry Boots).  The demolition works do carry a risk to the programme where additional items of asbestos are found.  There are a number of post-tender variations and items not captured under the contract that require an urgent instruction for programme purposes, (~£200k).	
	Freemen's Common	TBC	ТВС	Summer 2018 Early Works, main programme Autumn 2018	2020/21, phase 1 2021/22, start of term phase 2	<b>→</b>	<b>→</b>	<b>→</b>	<b>→</b>	<b>&gt;</b>	received from the partner the scope of which was too large, costly and has been rejected. p  We are working on agreeing an EWP which delivers a clear site and dischcarges certain ground and asbestos risks at a cost of below £2m. The impact of this and the delay in planning approval is such that a two phased approach to delivery will be required.	additional costs for design changes due to planning requirements. These remain under negotiation and will continue to be and open ssue until financial close (forecast 31 October 2018).	In part this is due to LCC processes and the size of the scheme meaning they are unable to commit to a fixed planning committee	Programme is under significant pressure due to the planning delay and changes.  It is now certain that there will be two phases to this project — with some residences delivered for 2020/21 and others for 2021/22 — this does not put pressure on rooms as the delay can be mitigated through nominations but will have a claimed cost impact.	
	Percy Gee East Wing Development	£21,230,000	£21,230,000	01 Mar 18 – 26 Aug 19	26 Aug 19		•	•	•	<b>&gt;</b>			Planning consent has been received from LCC, including 8 planning conditions, 2 of which are pre-commencement. The pre- commencement conditions have been approved by LCC. 2 nr amendments are expected to be submitted in respect of the plant screen and commercial kitchen extract.	Concern over the condition of the existing services and building, impacting on the programme.	
	Space Park Leicester (Phase 1)	£20,400,000	£20,400,000	Jan 2019 – Jun 2020	01 Jun 20	<b>→</b>	•	•	<b>→</b>	<b>⇒</b>	The prolonged engagement with the Mayor has F resulted in a delay to the planning submission. Or hish has resulted in RIBA 3 report being pushed Nack to mid August, prioritising the collation of it design information for the Mayor. This will not aimpact on the overall programme, tenders will still be issued as per the original programme.	of £20.4m. Current estimate is £20.4m. Negotiation in relation to cost of land (not ncluded in above figure) is ongoing. Awaiting a response from LCC (expected in July) on	weeks later than anticipated. This is	Some risks exist in respect of closing out the deal for the land, and agreement of the specification / condition the site will be handed over to the University.	
	Teaching and Learning Centre	£30,300,000	£34,300,000	TBC	ТВС	<b>→</b>	•	<b>→</b>	<b>→</b>	<b>&gt;</b>	the period by 2 weeks, however this is still in advance of the Freemen's Common the programme.  The overall construction programme is to be confirmed and is subject to agreement on the	number of packages are placing pressure on the overall budget; however, this is being managed by the project team. Value engineering is ongoing and expected to continue to get back to budget. Approximately £4m over budget, with 2.35m of target savings have been	The planning risk has been negated as much is feasible through pre-application dialogue. However, this remains a key risk despite encouraging feedback from LCC Planning department. Date for Planning Committee is to be determined and hence decision on planning approval.	Failure to meet financial close on Freeman's Common scheme.  Planning approval.  Continued market testing of the cost estimate highlights inadequacy within the budget.  Specific areas of risk at this time are the groundworks, envelope and M&E.	
	Learning & Space Strategy – Programme of Work	ТВС	£10,000,000	ТВС	ТВС			•		<b>→</b>	2018/19 currently on programme, however to maintain this we will need to commission enabling works packages on the basis that all	Programme' currently on budget.  Budgets have been established and await market testing (receipt of tenders) to fully est cost.	No current issues.	To reflect need for 'enabling' works and receipt of affordable tenders.	

**KPI Definitions** 

Prg: Programme Fin: Financial RAG Status

Red: Not performing requires immediate attention

Amber: Not performing, being managed

Trend

→ No change

**↑** Increase

Green: Progressing / performing as expected

Decrease



Fin: Financial

#### **UoL Programme Management Dashboard**

Key Performance Indicators - Projects £1m - £5m

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Capex Projects, Financial Year (2017/18) Forecast Prg Fin Pln Risk H&S Approved Budget Projected Out-turn Site Programme Finance Risk Health & Safety Project Programme Planning Code Completion Date Changed from Amber to Green to reflect Status un-changed in the period to represent No issues. Status un-changed to reflect investigation completion of rectification works (flood agreement of final account works that are on-going to mitigate redamage since Practical Completion and occurrence of flood damage. occupation). A budget increase of £560k has been Beaumont Hal 30 May 17 -£3.980.000 £4.560.000 07 Dec 17 Lessons Learned exercise undertaken in the The cost apportioned to all flood damage (Phase 2) 26 Oct 17 period to establish what action needs to be (pre-Christmas 2017, and Easter 2018) will be deducted from that Final Account i.e. no taken to mitigate against future poor project delivery. Final 'report' to be issued for 'final' additional cost to the university. comment 25 May 18. All works Complete Final Account in the process of being agreed Not required Outstanding risk remains within the and will be under budget condition of the windows. A report is being 29 Jan 18 -Enkalon House £1.650.000 £1.650.000 02 Apr 18 prepared with options to repair (quotations 2 Apr 18 The works continue to be focused on delivery in The procurement of the furniture and a It is not intended to apply for conservation Receipt of ERDF monies. Engagement review of the IT scope of works has identified area permission as there will be no external timeline in place to for RED to secure ERDF time for the opening on 13th September. a saving of circa thirty five thousand pounds, work. Advertising / planning consent will be funding. which means the capital outturn cost (excl. required for external signage, this is not the AV wall) is at this time not predicted to currently expected to delay completion. Key programme risks are the procurement £1.02M (ERDF require allocation of the ring fenced ERDF of the reception desk, furniture and AV Leicester Grant plus £90k £1.026.000 Mar 18 - Aug18 01 Aug 18 wall: at this time all remain on programme contingecy. Innovation Hub ring fenced but their is no time contingency in these contingency) A meeting to agree the costs was held on by works the Project Team on Friday 22nd June. Agreement on a number of variations has been reached. Programme is currently in delay due to HoT Scope has increased from original intent in Awaiting development of programme to Major risk is the agreement for lease. agreement being outstanding. that the University is taking on the whole programme is now in delay. engage with change of use. Charnwood Now on critical path so each week delay pushes, building rather than a sub-lease for part of £4,630,000 the completion date back a week the building. This brings additional risk and Risk profile and exposure has increased as a Building 25 -Nov 18 - Jul 19 01 Jul 19 result of the University taking the whole Phase 1 building in a full repairing lease. Status changed from Red to Amber to reflect Retention being held against Wilmott Dixon To be discussed once the final solution is Risk that a solution will not be in place recent meetings with LCC Building Control. (circa £200k). Once a final design solution is agreed before the commencement of the proposed Indications are that full liability of the defects agreed and liability established, we (UoL) Freemen's Common development to start will go to the Contractor, however we await may decide to contribute to improve fire late 2018 Dependent formal response from LCC (expected by end integrity to all blocks, LCC Building Control's Nixon Court Unknown at this May 18). expected response may only refer to fire façade remedial N/A N/A discussions Direct discussions will then be had with the integrity of the two (of five) higher blocks, stage works with Building Contractor to establish extent of intervention however a moral question may be posed to Control and works programme. the university to address all blocks which will incur a re-cladding cost. Costs are currently being estimated. Revised Stage 0 report is to be presented in Budget costs to be reviewed based on stage 1 It is not envisioned that there will need to be Programme is due to start in August 18 but May 18 with proposals for stage 1-4 to be 4 proposals any planning applications has not been agreed as yet Adrian Building TBC TBC TBC TBC established **KPI Definitions** Trend Prg: Programme No change Red: Not performing requires immediate attention

Decrease

Amber: Not performing, being managed

Green: Progressing / performing as expected



Key Performance Indicators - Projects £500k - £1m

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				Forecast						Capex Projects, Financial Ye	, , ,			
Project	Approved Budget	Projected Out-turn	Site Programme	Forecast Completion Date	Prg	Fin	Pln	Risk	H&S	Programme	Finance	Planning	Risk	Health & Safety
DWL Silent & Collab Learning Space	£697,980	£700,245	7 May 18 - 7 Sep 18	Sep 18	•	<b>→</b>	<b>⇒</b>	•	<b>⇒</b>	Works have been put on hold whilst the business case is being signed off. Decision required to proceed needed by 13 July 18. This is likely to lead to at least a weeks extension to the programme meaning the works will run into the start of the new academic year.	No issues.	N/A	Large disruption associated with works continuing into the start of the new academic year. PM to mitigate impacts where possible.	
Non-Residential DX items building remedi	£600,000	TBC	Jun 18 - Jul 18	31 Jul 18	<b>→</b>	<b>→</b>	<b>→</b>	<b>→</b>	<b>&gt;</b>		Adrian generator works (£40k nett) and RKCSB / Hodgkin R22 works (£72.8k nett) to be capitalised.  Projected spend following further investigation into original D&K output circa £257k incl. VAT. Projection includes a reduced sum of £18k incl. VAT contingency. Including professional fees.	Input required into preferred option of remedial works to the Engineering Building from the Conservation Officer	Need to finalise specifying fire safety improvement works following receiving the FRA (budget figure of circa £15k net allocated). Specification still to be confirmed for the Hodgkin water storage tank remedial works. Remedial works to RKCSB cold rooms to be defined.	
Residences Projects Reqd D&K Survey	£500,000	TBC	Jun 18 - Jul 18	31 Jul 18	<b>→</b>	<b>→</b>	<b>→</b>	•	<b>&gt;</b>		£127k incl. VAT. Contingency reduced since last update. Projection still includes £9.6k	All requirements agreed with residences on the Treroose garage. Planning application submitted as scheduled (11/05/18).	Need to finalise specifying fire safety improvement works following receiving the FRA (budget figure of circa £30k net still allocated).	
George Porter Lecture Theatre Refurbishment	£564,000	£714,558	18 Jun 18 - 21 Sep 18	Sep 18		•	•	•	<b>&gt;</b>	Works are progressing well on site, most of the strip out works are now complete. During the strip out process it has been discovered that one of the masonry infill panels around the concrete frame needs to be rebuilt. This may result in a change - TBC Furniture is nearly ready to order and the AV equipment has already been ordered to meet the deadlines.	Anticipated to be delivered within budget.	N/A	Risk to programme associated with the unforeseen remediation works to masonry infill panels around the concrete frame. PM working to absorb within overall programme.	
Adrian Building Fire Alarm Replacement	£507,500	£507,501	Mar 18 - Jul 18	Jul 18	<b>→</b>	<b>→</b>	<b>⇒</b>	•	<b>⇒</b>	Works started on the 5th March and are programmed for completion the second week of July or earlier if possible. Installation of new devices has commenced and is on schedule with no time lost over the new design.	No issues.	N/A	Additional unforeseen works.	
										CCCOOL Desirate by Susantian Fina				
Top Projects	Approved Budget	Projected Out-turn	Site Programme	Forecast	Prg	Fin	Pln	Risk	Н&5	<£500k Projects by Exception, Fina Programme	Finance	Planning	Risk	Health & Safety
			<b>5</b>	Completion Date						į.		, and the second		
Definitions				RAG St							Trend No change	Trend  No change		
Programme Pln: Pla	anning Permission			Red: No		-		immed mana		ttention	No change Increase	<ul><li>No change</li><li>Increase</li></ul>		
Financial Risk: R														

Finance

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## **UoL Programme Management Dashboard**

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Top Capex Projects this Financial Year - Programme Milestone Slippage Chart Project Planning Planning Start End Project Gate 1 Comments **Tender Issue Occupation Date** Gate 2 Submission Evaluation Code Construction Construction Approval Note: historic milestones have not been obtained and some Baseline TBC TBC TBC TBC TBC TBC TBC TBC 01-Nov-17 **Beaumont Hall Refurbishment** ER170015 project programmes are under development. Phase 2 Actual/Forecast 01-Nov-17 Baseline TBC 29-Sep-17 11-Jan-18 08-Jan-18 28-Mar-18 28-Mar-18 07-May-18 29-Mar-19 12-Apr-19 **Brookfield House Refurb** EC170001 **Business School** Actual/Forecast 08-Jan-18 28-Mar-18 28-Mar-18 07-May-18 29-Sep-17 11-Jan-18 05-Apr-19 Baseline TBC 01-Jul-17 TBC TBC TBC TBC TBC TBC TBC Domestic water system EM170008 improvements Actual/Forecast 01-Jul-17 Baseline 24-Jul-14 01-Sep-17 15-Jan-18 17-Oct-17 26-Jan-18 13-Feb-18 05-Mar-18 29-Aug-19 01-Dec-19 **Percy Gee East Wing** EC170000 Development Actual/Forecast 24-Jul-14 01-Sep-17 15-Jan-18 17-Oct-17 26-Jan-18 13-Feb-18 05-Mar-18 29-Aug-19 Baseline TBC TBC TBC 11-Dec-17 TBC TBC 29-Jan-18 TBC TBC **Enkalon House Alteration** EM180013 Works Actual/Forecast 11-Dec-17 29-Jan-18 23-Apr-18 Raseline TBC 31-Oct-17 30-Jan-18 01-Sep-17 18-Oct-17 TBC 23-Oct-17 12-Jan-18 01-Apr-18 EC170010 Henry Wellcome Krios G3 Actual/Forecast 01-Sep-17 18-Oct-17 23-Oct-17 12-Jan-18 Teaching & Learning programme is currently under review Baseline TBC 05-Mar-18 06-Nov-17 28-May-18 TBC TBC TBC 01-Jul-20 09-Apr-18 EC170002 Teaching and Learning Centre following agreement of the wider Freeman's Common Actual/Forecast 06-Nov-17 scheme 28-May-18 Raseline TBC TBC TBC TBC TBC 01-Mar-18 TBC 01-Sep-18 01-Nov-15 EC110001 Centre for Medicine Actual/Forecast 01-Mar-18 01-Sep-18 01-Nov-15 Baseline TBC TBC TBC TBC TBC TBC TBC TBC TBC Mary Gee Refurbishment EC170011 \*Cancelled\* Actual/Forecast Baseline 13-Jul-21 16-Feb-23 16-Dec-22 TBC TBC TBC 06-Apr-23 09-Oct-24 01-Jul-26 Attenborough Tower ED160004 Refurbishment Actual/Forecast 13-Jul-21 16-Dec-22 16-Feb-23 06-Apr-23 09-Oct-24 01-Jul-26 Baseline 25-Nov-20 06-May-22 06-Jul-22 TBC TBC TBC 17-Aug-22 28-Feb-24 01-Jul-24 ED160006 MSB Phase 1 Refurbishment Actual/Forecast 25-Nov-20 06-May-22 06-Jul-22 17-Aug-22 28-Feb-24 01-Jul-24 Baseline 17-Oct-18 TBC 27-May-20 TBC TBC TBC 08-Jul-20 19-Jan-22 01-Jul-23 **Charles Wilson Building** ED160005 Student Svs Actual/Forecast 17-Oct-18 27-May-20 08-Jul-20 19-Jan-22 01-Jul-23 Baseline TBC TBC TBC TBC TBC 16-Mar-18 26-Mar-18 20-Jul-18 13-Sep-18 EC170003 Innovation Hub (LIH) Actual/Forecast 16-Mar-18 26-Mar-18 20-Jul-18 13-Sep-18



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**UoL Programme Management Dashboard** 

Risk

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Projects / Stakeholders Affected	Description	Prop	Impact	RAG	Mitigation Action	Mitigation Status
University Wide	Disruption to University traffic, pedestrianized pathways, parking, noisy works associated with ongoing capital programme.	3	3	9	Ongoing communications and stakeholder engagement strategy to be developed by Marketing and Comms in line with Capital Programme.  Consistent approach to hoardings and signage.	
University Wide	Unknown scope for the development of Public Realm to develop a consistent central campus space. Subject to feasilibity of Stamford Court & John Foster Facilities, Computer & Materials Centre, Multi-Disciplinary Lab and Charles Wilson Building.	4	5	20	Develop designs for Stamford Court & John Foster Facilities, Computer & Materials Centre, Multi-Disciplinary Lab and Charles Wilson Building so there is sufficient information to enable the Public Realm feasibility, informing the scope.	
Computer & Materials Centre / Multi-Disc Lab / MSB Refurbishment	Site for the new Computer & Materials Centre is not identified, results in a delay to the migration of IT services and Materials and hence the construction of the Multi-Disciplinary Lab. Delay to delivery of the Lab has an effect on the decant and refurbishment of MSB.	4	5	20	Undertake a feasibility study to outline options for migrating IT services and Materials to a new site (new build), existing accommodation or temporary accommodation enabling the timely start of construction for the Multi-Disc Lab.	
Percy Gee / Charles Wilson Building	Delays to Percy Gee construction programme impacts on the programme to migrate and refurbish the Charles Wilson Building.	3	5	15	Robust project management, oversight and frequent review of programme at Project Board and PEB level to mitigate potential delays.	

#### Top Project Risks

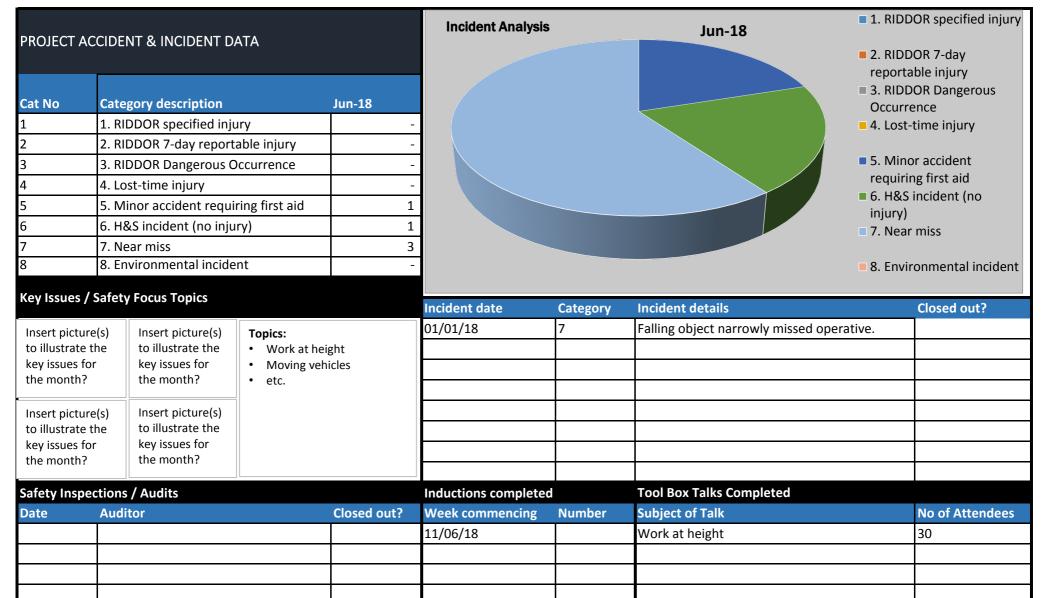
Project Code	Project	Description	Propability	Cost	Schedule	Ranking	Expected Cost Impact	Expected Schedule Impact	Mitigation Action	Mitigation Status
EC170000	Percy Gee	Existing services (Utilities) found in close proximity to the excavation zone. Diversions required once services identified, which may be a significant challenge. Services will effect Fielding Johnson Square.	5	5	5	25	£30k	-	Utilities to be identified by further surveys, trial pits, liaise with UoL ITS	Temporary works redesigned to mitigate impact on services. Survey carried out by Open Reach and UoL on fibre optics, and services moved.
EC100000	Nixon Court façade remedial works	Solution will not be finalised for remedial works to address water ingress / fire stopping of the façade, before the commencement of the proposed Freemen's Common development to start late 2018.	5	5	4	<b>2</b> 5	£200k	-		Indications are that full liability of the defects will go to the Contractor, however we await formal response from LCC Building Control.
EC170007	Charnwood Building 25 – Phase 1	Delays to programme through prolonged decision to undertake a lease for the whole building. Decision is on the critical path and required before starting surveys.	5	5	5	<b>2</b> 5	-	2 months	Raise decision to the Physical Environmental Group for undertaking the lease of the whole building	
EC170001	Brookfield Business School	Existing building condition not as expected leading to increased scope of works.	5	4	4	20	£75k	£21k	Undertake all necessary surveys to establish the existing building condition and provide scope of works as required. Where new items are discovered during the works, Design Team are to respond quickly to establish any new requirements.	ale
										Example



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## **Health & Safety**



				_					F	Planning period				Outsid	de of planning	period				_
					Α	В	С	D	E	F	G	Н	ı	J	K	L	М	N = C to M	O = A - N	
SAP project	t Project title	Catagoni		lanned	Approved /	2017/18	Actual spend to	2017/10	2019/10	2010/20	2020/21	2021/22	2022/22	2022/24	2024/25	2025/26	2026/27	Foreset authors	Project	
code	Project title	Category		npletion p	lanned project budget	budget	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Forecast outturn	variance	
					Budget	Budget	Actual	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	
	Consideration of the state of t				£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	
FA160022	Completed schemes w/ outstanding commitments Storage facility CRF	Other campus projects			78,000		18,220	52,704	-	-	-	-						70,924	7,076	
EA170016	Adrian 248 & 249 labs	Other campus projects			70,000	-	4,590	61,359	1,500	-	-	-						67,449	2,551	
EC100000 EC110001	E Nixon Court New Block	Other campus projects			15,000,000 41,900,000	212,000 665,000	14,803,322 39,252,614	() 480,247	212,000	-	-	-						15,015,322 39,732,861	(15,322) 2,167,139	
EC170001	Centre for Medicine Media, Comm and Sociology suite	Other campus projects Other campus projects			92,000		68,688	1,632	-	-	-	-						70,320	21,680	
ED120010	E Engineering Labs/Workshop Roof & Walls	Other campus projects			19,500,000	690,000	18,000,000	0	-	-	-	-						17,999,999	1,500,001	
ED160001	IT projects - attendance monitoring	Other campus projects			364,134 510,088	1,581	911,276 748,786	0	-	-	-	-						911,276	(547,142) (238,699)	
ED160002 EM150013	IT projects - wireless networks FJB Reception & Exec Corridor	Other campus projects Other campus projects			475,000	1,174	471,060	6,346	-	-	-	-						748,787 477,406	(2,406)	
EM160001	FJB Car Park Alts	Other campus projects			875,000	96,000	779,104	15,954	-	-	-	-						795,057	79,943	
EM160003 EM160008	Physics Re-roofing Project	Other campus projects			1,030,874 329,061	17,000	1,041,675	(22,330) 14,954	-	-	-	-						1,019,345	11,529	
EM160012	•	Other campus projects Other campus projects			350,000	10,000	300,677 348,773	15,847	-	-	-	-						315,631 364,620	13,430 (14,620)	
EM160014	, ,	Other campus projects			917,000	-	810,844	68,754	-	-	-	-						879,598	37,402	
EM170001	Adrian LG10/15 Retractable Partitions Boiler replacement for Potting Shed	Other campus projects			62,432 45,000	1,020	55,727 39,671	1,161	-	-	-	-						56,888 39,670	5,544 5,330	
	Temporary Chillers for Physics Data Ctr	Other campus projects Other campus projects			30,000	1,020	9,120	17,880	-	-	-	-						27,000	3,000	
EM170013		Other campus projects			445,000	6,000	411,421	37,952	-	-	-	-						449,373	(4,373)	
	107-111 Princess Road East	Other campus projects			320,269 266.000	7,000 80.000	301,458 241.609	4,819 24.652	-	-	-	-						306,277 266,261	13,992 (261)	
EIVI1/0018	Works in MSB - Physiotherapy Total	Other campus projects			,	1,786,775	78,618,634		213,500	-	-	-	-		-			79,614,064		
									-,											
EA180002	Schemes in progress Hastings House Per G. House Cooling Proje	Other campus projects			66,000			6F 20F										65.205	605	
EA180002 EA180004	Hastings House Res G-House Cooling Proje MSB Cat 3 Facility H&S Works	Other campus projects Other campus projects			66,000 234,000		-	65,395 220,000	-	-	-	-						65,395 220,000	605 14,000	
EC170005	Centre for Medicine -Interpretive Design	Other campus projects			441,449	442,000	-	108,329	333,120	-	-	-						441,449	()	
EC170009	David Wilson Library - Learning Room	Other campus projects			400,000	209 000	7,873	389,194	E2 2E0	-	-	-						397,067	2,933	
EC170010 EC180001	Henry Wellcome Krios G3 Adrian Fire Stopping Project	Other campus projects Other campus projects			750,000 28,000	308,000	-	696,742 64,247	53,258	-	-	-						750,000 64,247	(36,247)	£37k of forecast outturn relates to maintenance and client items
EM170009	Archaeology Roof	Other campus projects			594,240	90,000	204,336	266,286	10,000	-	-	-						480,622	113,618	Overspend offset by Physics roof
	8th, 9th floor CWB Computer centre chillers	Other campus projects Other campus projects			75,000 68,970	17,000	76,687	(7,370) 24,241	5,000	-	-	-						74,317 24,241	683 44,729	
	Engineering Social Space	Other campus projects Other campus projects			50,000		-	40,369	-	-	-	-						40,369	9,631	
	Knighton Hall Drive	Other campus projects			78,000		-	70,121	5,400	1,000	-	-						76,521	1,479	
	CRF Fish Tank - Fish Holding Equipment Readson House lift	Other campus projects			55,000 30,804	-	49,217	2,618 30,804	-	-	-	-						51,835 30,804	3,165	
	FJB Square - Furniture	Other campus projects Other campus projects			136,850		-	136,426	-	-	-	-						136,426	424	
EM170044		Other campus projects			109,000		-	111,055	-	-	-	-						111,055	(2,055)	
ER180000 EW180012	FJB Cash Office Alterations Fume Cabinet Installation HWB 2/11	Other campus projects Other campus projects			84,000 72,730		-	74,063 72,730	2,000	-	-	-						76,063 72,730	7,938	
EW180005		Other campus projects			38,250		-	31,309	-	-	-	-						31,309	6,941	
ED180003	Security lodge refurbishment	Other campus projects			340,000		=	245,000	95,000	-	=	-						340,000	-	
ED180008 New	MSB Mayers Lab Placeholder - refurb for star project	Other campus projects Other campus projects			350,000		-	150,000	200,000	-	-	-						350,000	-	
New	Total	Other campus projects			4,002,293	857,000	338,113	2,791,558	703,778	1,000			-		-			3,834,450	167,843	
FM170008	Capital maintenance  Domestic water improvements	Non-residential capital mainter	nance		2,150,000	1,450,000	618,507	1,503,291	-	-	-	-						2,121,798	28.202	Originally part of £1.6m revenue bid
EM170035	RKCSB Rationalisation of Water Services (accelerated compliance works)	Non-residential capital mainter			900,000	-	23,386	68,328	805,661	-	-	-						897,375	2,625	
EM170037	, ,	Non-residential capital mainter			200,000	-	29,572	()	170,000	-		-						199,572	428	
EM180001 EM180011		Non-residential capital mainter Non-residential capital mainter			507,500 61,994		-	242,518 119,994	7,000	-	-	-						249,518 119,994	(58,000)	Tenders have come in lower than originally anticipated
EM180016	Bennett Fume Cabinet LG13	Non-residential capital mainter			33,960		-	53,470	-	-	-	-						53,470	(19,510)	
EM180008		Non-residential capital mainter Non-residential capital mainter			329,760		-	51,550	297,000	-	-	-						348,550	(18,790)	
	Engineering Flue Upgrade (accelerated compliance works)  21 University Rd Heating Mains Install (accelerated compliance works)	Non-residential capital mainter			213,240 118,800		-	22,768 131,104	201,000	14,090	-	-						223,768 145,194	(10,528) (26,394)	
EM180015	Att. Tower Paternoster Replacement (accelerated compliance works)	Non-residential capital mainter	nance		830,040		-	91,164	760,000	-	-	-						851,164	(21,124)	
	RKCSB Steam  Replace Small Goods Lift Computer Centre (accelerated compliance works)	Non-residential capital mainter			50,000 50,880			50,000 50,839	-	-	-	-						50,000 50,839	- 41	
	Physics Building Goods Lift Replacement (accelerated compliance works)	Non-residential capital mainter Non-residential capital mainter			127,500			127,951	-	-	-	-						127,951	(451)	
EM180026	Repair to Foul Waste Stacks (Adrian)	Non-residential capital mainter	nance		146,856			146,856	-	-	-	-						146,856	-	
EM180002 EM180029		Non-residential capital mainter Non-residential capital mainter			1,185,000 272,880			134,000 26,300	1,051,000 246,580	-	-	-						1,185,000 272,880	-	Initially budgeted as revenue
EM180032	·	Non-residential capital mainter			150,000			150,000	240,300		-	-						150,000	-	. ,
EM180033		Non-residential capital mainter			125,000			125,000										125,000	-	
EM180035 EM180039	Replace electrical distribution board (accelerated compliance works)  Lightning protection (accelerated compliance works)	Non-residential capital mainter Non-residential capital mainter			54,000 46,000			54,000 46,000										54,000 46,000	-	
New	CONDITION Maintenance Non-Residential	Non-residential capital mainter	nance		18,000,000	-	-	-	2,000,000	2,000,000	2,000,000	2,000,000			2,000,000		2,000,000	18,000,000		Review on a project by project basis
New	COMPLIANCE Maintenance Non-Residential	Non-residential capital mainter	nance		23,530,000	1 450 000		3 105 436	1,530,000	4,500,000	2,500,000	2,500,000	,,		2,500,000		2,500,000			Includes £3.3m 2018 capital investment bid. £2m moved from 2018-19 to 2019-20
	Total				49,083,410	1,450,000	671,465	3,195,130	7,068,241	6,514,090	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	48,948,926	134,484	
	<u>Campus Services</u>																			
EC170011	Mary Gee Refurbishment (project not going ahead)	Mary Gee			12,792,000	3,500,000	268,776	549,853	-	-	-	-						818,629		Project not going ahead - costs incurred to date to be written off. Assume budget transferred to Oadby masterplan
ER180009 ER170015	Mary Gee - social building (project not going ahead) Beaumont Phase 2 (Knighton 1-5, Gatehouse & Ashcroft)	Mary Gee Beaumont Phase 2			2,208,000 3,985,770	3,008,770	621,708	55,514 3,874,648	63,645	-	-	-						4,560,000	2,152,486 (574,230)	Project not going ahead - costs incurred to date to be written off. Assume budget transferred to Oadby masterplan
New	Beaumont Phase 2 (window refurb)	Beaumont Phase 2			325,000	.,,			325,000									325,000	-	Additional £325k for window refurb
	Mary Gee First Floor Shower Rooms	Other Campus Services			461,500	C4 222	433,428	10,847	-	-	-	-						444,275	17,225	
ER160015 ER160020	Beaumont 6/7/8 & Rocklands Bowder DD Refurb	Other Campus Services Other Campus Services			2,800,000 432,000	64,229	2,775,287 384,563	61,212 41,431	-	-	-	-						2,836,499 425,994	(36,499) 6,006	
ER160022	Bredon - 4 Kitchen Refurb x 4	Other Campus Services			189,000	-	134,519	4,663	-	-	-	-						139,182	49,818	
ER160023	Kent House - 2 Kitchen Refurb	Other Campus Services		200 12	178,000	-	171,240	FC 000	2.450.000	1 500 000	-	-						171,241	6,759	
ER180016 ER180031	Stamford & John Foster Hall refurbishment Stamford Dining Block Re-roof	Other Campus Services Other Campus Services	De	Dec-19	5,000,000 100,000		-	50,000 100,000	3,450,000	1,500,000	-	-						5,000,000 100,000	-	
New	Oadby masterplan	Other Campus Services			3,000,000	-	-		1,000,000	1,000,000	1,000,000							3,000,000		£1m pa refurb allowance up until 2020
ER180011	Lasdun roof access	Residential capital maintenance			60,000		12.740	59,950	- C4 000	-	-	-						59,950	(117 124)	
ER170032 ER170036	Lasdun Rationalisation of Water Systems Digby Hall replacement boilers main room	Residential capital maintenance Residential capital maintenance			120,000 192,864	-	13,716	159,418 177,934	64,000	-	-	-						237,134 177,934	(117,134) 14,930	
New	Maintenance (Condition & Compliance) Residential	Residential capital maintenance			12,600,000		-		1,400,000	1,400,000	1,400,000	1,400,000			1,400,000		1,400,000	12,600,000	-	Increased to £1.4m pa 15.05.2018 - water hygiene, fire risk, roof access.
	Total				44,444,134	6,872,999	4,803,238	5,145,468	6,302,645	3,900,000	2,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	30,951,351	13,492,783	1
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7.4 Appendix B - PMO Dashboard.xlsx

SAP project code	Dietasts 2010								Planning period				Outsi	le of planning p	eriod				
				Α	В	С	D	E	F	G	н	I	J	K	L	М	N = C to M	O = A - N	
	Project title	Category	Planned completion date	Approved / planned project budget	2017/18 budget	Actual spend to 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Forecast outturn	Project variance	
			uote	Budget £	Budget £	Actual £	Forecast £	Forecast £	Forecast £	Forecast £	Forecast £	Forecast £	Forecast £	Forecast £	Forecast £	Forecast £	Forecast £	Forecast £	
	Capital investment bids (planning round)																		
	Capital investment bid 2017 - Adrian passive fire works Capital investment bid 2017 - DWL Post Grad remodel	Capital investment bids Capital investment bids		435,000 232,000	400,000 192,000	59,678	129,300 125,524	46,798	-	-	-						129,300 232,000		Contingency too high in initial budget
	Capital investment bid 2017 - DWL Post Grad Temodel  Capital investment bid 2017 - CCTV investment	Capital investment bids		500,000	500,000	39,076	449,269	40,798	-	-	-						449,269	50,731	Funded by Teaching and Research Equip Maintenance Fund
	Capital investment bid 2017 - Engineering refurbishment	Capital investment bids		250,000	250,000	-	50,000	200,000									250,000	30,731	Split 50:50 over 2017-18 and 2018-19
lew	Capital investment bid 2018 - DWL archiving and storage solution	Capital investment bids		795,000						95,000	700,000						795,000	-	To be complete by 2022-23
lew	Capital investment bid 2018 - Stamford Court AV replacement	Capital investment bids															-	-	£150k - assume not approved
ew	Capital investment bid 2018 - SALTO access control	Capital investment bids		250,000				250,000									250,000	-	
lew	Capital investment bid 2018 - CoLS core facilities investment	Capital investment bids		-													-	-	£10m over 5 years - assume not approved
ew	Capital investment bid - future years	Capital investment bids		8,000,000		-			1,000,000	1,000,000	1,000,000			1,000,000		1,000,000	8,000,000	-	
	Total			10,462,000	1,842,000	59,678	754,093	496,798	1,000,000	1,095,000	1,700,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	10,105,569	356,431	
	Enabling works programme																		
C170000	Percy Gee East Wing	Percy Gee East Wing	Aug-19	21,193,000	2,889,487	834,276	2,877,539	15,262,772	1,980,612	280,491	-						21,235,690	(42,690)	
C170001	Brookfield Business School	Brookfield Business School	Mar-19	15,800,000	5,341,259	680,508	2,990,996	12,018,196	155,942	-	-						15,845,641	(45,641)	
	Teaching Centre	Teaching Centre	Sep-21	30,300,000	2,517,002	640,210	1,088,101	14,276,148	13,711,122	45,363	-						29,760,944	539,056	
ew	Placeholder - Teaching Centre top floor fit out	Teaching Centre		E00.000			470 205	45.000									-	-	
	Astley Clarke decant	Strategic programme		500,000 32,000	500,000	-	470,286 77,500	15,000	-	-	-						485,286 77,500	14,714 (45,500)	
	Enabling works programme decant  DWL and FJB decant	Strategic programme Strategic programme		468,000	500,000	-	400,000	68,000	-								468,000		£72k funded by Salix
	Enkalon House Alteration Works	Strategic programme		1.647.000		-	1.406.145	15,000	-	-	-						1,421,145		More savings against budget expected.
	Total	J		,. ,	11,247,748	2,154,994	9,310,567	41,655,116	15,847,676	325,854	-	-	-	-	-	-	69,294,207	645,793	
4.000	Strategic schemes								40.0										Undertail buildest and confile May 40
	Space Park Ph1 (£7.8m govt funding)  Space Park Ph2 (matched funding commitment)	Space Park Leicester (Phase 1 & 2)	Aug-20	20,400,000	1,000,000	891,218	85,361	6,646,000	12,200,000	577,421 1,000,000	4 000 000	5,000,000					20,400,000	-	Updated budget and profile Mar-18
C180005 New	Space Park Ph2 (matched funding commitment) Placeholder - Space Park land acquisition	Space Park Leicester (Phase 1 & 2) Space Park Leicester (Phase 1 & 2)		10,000,000 850,000	-	-		850,000		1,000,000	4,000,000	5,000,000					10,000,000 850,000		Adam Baynes to provide phasing update once known.  Expected to be between £800-£900k
	Multi-Disciplinary Laboratory (MDL) - New Build	Strategic programme	Feb-23	38,100,000		59,920	-	2,857,500	2,857,500	5,000,000	16,000,000	11,325,080					38,100,000		Gleeds schedule
	CWB - Student Services & Teaching Hub - Refurbish	Strategic programme	Jul-20	43,349,393	-	85,300	-	3,251,205	8,251,205	23,000,000	8,761,684	,,					43,349,393		Gleeds schedule
D160006	MSB (Phase 1) Bio-Medical R&T Centre - Refurbish	Strategic programme	Sep-24	50,781,333	-	74,294	-			3,808,600	3,808,600	20,446,168	21,582,067	1,061,605			50,781,333	-	Gleeds schedule
D160004	Attenborough Tower - Refurbish & Extend	Strategic programme	Sep-24	55,015,304	-	89,316	-			4,126,148	4,126,148	15,000,000	25,000,000	6,673,692			55,015,304		Gleeds schedule
ew	Computer Centre	Strategic programme	Apr-21	13,600,000				1,020,000	5,020,000	6,040,000	1,520,000						13,600,000		Gleeds schedule
lew	Hodgkin building refurbishment (if required)	Strategic programme	Jul-22	5,000,000							5,000,000	4 047 050	7 447 050	15 000 000	F 720 0F0		5,000,000		Gleeds schedule
ew	Placeholder - Adrian building refurbishment Placeholder - decants	Strategic programme Strategic programme	Sep-25	31,490,000 9,000,000				1,000,000	1,000,000	1,000,000	1,417,050 1,000,000		1,000,000	15,000,000	5,738,850	1,000,000	31,490,000 9,000,000		Gleeds schedule £1m per annum
	Freemens Common Cottages	Freemens Common (car park, socia	Il space, cottage	3,000,000		-	2,180	497,654	2,497,820	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	2,997,654		Latest estimate is net £30m cash out for Freemens and T&LC
C180002	Freemens Common Social Space	Freemens Common (car park, socia				-	2,180	497,654	2,497,820	-	-						2,997,654		Latest estimate is net £30m cash out for Freemens and T&LC
	Freemens Common Residences Infrastructure	Freemens Common (car park, socia					94,469	100,000	50,000	-	-						244,469		Deloitte have advised fees etc. can be capitalised
ED160003	Car park (funded by capital receipt)	Freemens Common (car park, socia	I space, cottage			-		6,010,000	5,990,000	-	-						12,000,000		Latest estimate is net £30m cash out for Freemens and T&LC
	Total			295,836,030	1,000,000	1,200,048	184,190	22,730,013	40,364,345	44,552,169	45,633,482	54,688,298	54,999,117	23,735,297	6,738,850	1,000,000	295,825,807	10,223	
	Learning space strategy																		
EM170041	MSB - 2nd Floor Refurb Project	Learning space strategy		255,000	-	35,244	214,574	2,800	-	-	-						252,618	2,382	
EM170042	Attenborough Building, Room Z20/111	Learning space strategy		115,000	-	210	49,630	-	-	-	-						49,840	65,160	
	Bennett lecture theatres	Learning space strategy		1,400,000		-	100,000	1,300,000	-	-	-						1,400,000	-	Completion Sep-18
	DWL silent and collaborative learning spaces	Learning space strategy		700,000			200,000	500,000									700,000	-	
	George Porter lecture theatres	Learning space strategy		33,000 60,000		-	33,000 30,000	30,000	-	-	-						33,000 60,000	-	Completion Sep-18
New	Misc teaching room investment Learning Space Strategy: University funded	Learning space strategy Learning space strategy		3,530,402	250,000	_	30,000	950,402	1,080,000	1,500,000							3,530,402	-	Up to 2020-21 approved in CP2017. Moved to HEFCE/OFS contributions thereafter.
New	Learning Space Strategy: HEFCE funded (TCIF)	Learning space strategy		9,600,000	1,300,448	-		1,200,000	1,200,000	1,200,000	1,000,000	1.000.000	1.000.000	1,000,000	1.000.000	1,000,000	9,600,000	-	op to 2020 21 approved in at 2017. Morea to 1121 act, of 5 contained and attended.
-	Total	, , , , , , , , , , , , , , , , , , ,		15,693,402		35,454	627,204	3,983,202	2,280,000	2,700,000	1,000,000			1,000,000		1,000,000	15,625,860	67,542	
C170002	Other schemes	Innovation bub		1 026 004	064 104	14.046	750 710	226 450	6 130								1 117 260	(01 176)	Investigating everyoned, contingency may be required
	Innovation Hub (ERDF funded) Charnwood Phase 1	Innovation hub Charnwood		1,026,084 4,630,000	864,184 500,000	14,946 52,080	759,718 74,601	336,458 2,338,531	6,138 2,000,000	164,788	-						1,117,260 4,630,000	(91,176)	Investigating overspend - contingency may be required.
lew	Charnwood Phase 1 - VAT contingency	Charnwood		926,000	300,000	32,000	14,920	467,706	400,000	43,374							926,000		As advised by Adam Baynes. Likely a high % of VAT can be recovered but not yet confirm
	Public realm - University Road	Public realm	Nov-20	6,000,000	2,000,000	39,970		500,000	4,000,000	1,460,030							6,000,000	-	Gleeds schedule
lew	Public realm - infrastructure	Public realm	May-22	26,800,000			-	2,010,000	5,010,000	15,000,000	4,780,000						26,800,000		Gleeds schedule
	Total			39,382,084	3,364,184	106,996	849,239	5,652,695	11,416,138	16,668,192	4,780,000	-	-	-		-	39,473,260	(91,176)	
	Furthernan																		
	Equipment PLE (Passageh Infractructure Fund)	Research (RIF)		19,516,400	2 216 400		1,166,400	2,410,000	1,980,000	2,080,000	1,980,000	1 000 000	1 000 000	1,980,000	1 000 000	1,980,000	19,516,400		
	RIF (Research Infrastructure Fund) RIF (Henry Wellcome Krios matched funding)	Research (RIF)		19,516,400 885,000	437,000		885,000	2,410,000	1,560,000	2,080,000	1,360,000	1,980,000			1,500,000	1,560,000	885,000		
	RIF (ERDF Star Project - Space Park equipment)	Research (RIF)		1,302,782	+37,000		503,000	665,872	636,910					-	_	-	1,302,782	-	Budget needs to be increased for refurb element. Currently equipment only.
	RIF (DNA Clean Lab)	Research (RIF)		632,000				421,333	210,667								632,000	-	3117
	RIF (NMR Spectrometer)	Research (RIF)		225,000			67,500	157,500									225,000	-	
	Research equipment - general	Other equipment		6,050,000	730,000		350,000	750,000	750,000	600,000	600,000	600,000			600,000		6,050,000		
	Other general equipment	Other equipment		2,851,000	200,000		601,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,851,000	-	
	H4UL outlet improvements (student experience) IT infrastructure	Other equipment IT infrastructure		60,000 23,666,000	2 000 000		60,000 2.596.000	3,070,000	2,250,000	2,250,000	2,250,000	2 250 000	2 250 000	2,250,000	2 250 000	2,250,000	60,000 23.666.000	-	£0.4m foreigny currency fluctuations of £0.3m originally budgeted as revenue
	Total	11 minastructure			5,583,400		5,725,900	7,724,705	6,077,577	5,180,000	5,080,000			5,080,000		5,080,000	55,188,182	-	20.3111 to eignly currency nucluations of 20.3111 originally budgeted as revenue
	<u></u>			22,200,202	-,,		2,. 25,500	. ,. 1-1,. 03	-,,	_,_50,000	2,200,000	2,300,000	2,230,000	-,,	-,,	-,0,000	22,200,202		†
	Out an analysis and a sure of the sure																		
	Other capital expenditure	Danasak asam lalalana		3,500,000			-			3,500,000							3,500,000	-	
	Payment to MRC for Hodgkin building	Property acquisitions		4,050,000			4,073,750								4.	4	4,073,750	(23,750)	
	Payment to MRC for Hodgkin building Prospect and Readson House freehold	Property acquisitions					(200,000)	(200,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100 000)	(100 000)	(100,000)	(1,200,000)	-	X00055 corresponding line in revenue forecasts
	Payment to MRC for Hodgkin building Prospect and Readson House freehold Revenue items within capital projects	Property acquisitions Strategic programme		(1,200,000)	FC0 00-			0.00.000				0 ** 0 **	040 00-						
	Payment to MRC for Hodgkin building Prospect and Readson House freehold Revenue Items within capital projects Capitalisation of staff costs	Property acquisitions Strategic programme Strategic programme			500,000		447,419	849,000	849,000	849,000	849,000	849,000	849,000		849,000		8,088,419	-	High level adjustment
	Payment to MRC for Hodgkin building Prospect and Readson House freehold Revenue items within capital projects Capitalisation of staff costs Slow down of strategic programme spend	Property acquisitions Strategic programme Strategic programme Strategic programme		(1,200,000) 8,088,419	500,000				849,000	849,000	849,000	849,000	849,000				8,088,419	-	High level adjustment
	Payment to MRC for Hodgkin building Prospect and Readson House freehold Revenue Items within capital projects Capitalisation of staff costs	Property acquisitions Strategic programme Strategic programme		(1,200,000)	500,000			(5,000,000) (7,285,000)		849,000	849,000 (1,415,000)	849,000	849,000			849,000		- - -	High level adjustment
	Payment to MRC for Hodgkin building Prospect and Readson House freehold Revenue items within capital projects Capitalisation of staff costs Slow down of strategic programme spend Affordability adjustment Divestment	Property acquisitions Strategic programme Strategic programme Strategic programme Affordability adjustment		(1,200,000) 8,088,419 (25,000,000) (23,860,000)			447,419	(5,000,000) (7,285,000)	849,000 (10,000,000)	849,000 (10,000,000)	(1,415,000)			849,000	849,000 (12,130,000)	849,000	8,088,419 - (25,000,000) (23,860,000)	- - - - -	
	Payment to MRC for Hodgkin building Prospect and Readson House freehold Revenue items within capital projects Capitalisation of staff costs Slow down of strategic programme spend Affordability adjustment Divestment	Property acquisitions Strategic programme Strategic programme Strategic programme Affordability adjustment		(1,200,000) 8,088,419 (25,000,000)	36,054,554	87,988,621	447,419 33,686,448	(5,000,000) (7,285,000) 84,894,692	849,000 (10,000,000) (3,030,000) <b>75,119,826</b>	849,000 (10,000,000) <b>71,670,215</b>	(1,415,000) 63,427,482	68,417,298	68,728,117	849,000 37,464,297	849,000 (12,130,000) 8,337,850	849,000 14,729,000	8,088,419 - (25,000,000)	17,805,968	
	Payment to MRC for Hodgkin building Prospect and Readson House freehold Revenue items within capital projects Capitalisation of staff costs Slow down of strategic programme spend Affordability adjustment Divestment  Total Rounded	Property acquisitions Strategic programme Strategic programme Strategic programme Affordability adjustment		(1,200,000) 8,088,419 (25,000,000) (23,860,000)	<b>36,054,554</b> <b>36,055</b>	87,988,621	33,686,448 33,686	(5,000,000) (7,285,000) <b>84,894,692</b> 84,895	849,000 (10,000,000) (3,030,000) <b>75,119,826</b> <b>75,120</b>	849,000 (10,000,000) <b>71,670,215</b> 71,670	(1,415,000) 63,427,482 63,427	68,417,298 68,417	68,728,117 68,728	849,000 37,464,297 37,464	849,000 (12,130,000) 8,337,850 8,338	849,000 14,729,000	8,088,419 - (25,000,000) (23,860,000)	17,805,968	
	Payment to MRC for Hodgkin building Prospect and Readson House freehold Revenue items within capital projects Capitalisation of staff costs Slow down of strategic programme spend Affordability adjustment Divestment	Property acquisitions Strategic programme Strategic programme Strategic programme Affordability adjustment		(1,200,000) 8,088,419 (25,000,000) (23,860,000)	36,054,554		447,419 33,686,448	(5,000,000) (7,285,000) 84,894,692	849,000 (10,000,000) (3,030,000) <b>75,119,826</b>	849,000 (10,000,000) <b>71,670,215</b>	(1,415,000) 63,427,482	68,417,298	68,728,117 68,728 48,135	37,464,297 37,464 51,180	849,000 (12,130,000) 8,337,850	849,000 14,729,000 14,729	8,088,419 - (25,000,000) (23,860,000)	17,805,968	

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7.4 Appendix B - PMO Dashboard.xlsx

## **Project Cashflows Summary**

Budget	Spend To 31/07/17
505,065,326	91,073,826
3,480,174	1,106,302
3,671,410	1,021,017
902,171	18,266
824,676	897,254
513,943,757	94,116,665
	505,065,326 3,480,174 3,671,410 902,171 824,676

Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Year 17/18 Actuals	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Year 17/18 Forecast
-	3,338,412	2,146,874	857,960	2,102,957	1,406,197	1,435,896	363,198	1,194,575	1,579,541	1,313,438	9,390,698	12,793,137			1,921,710	2,602,576	2,788,093	2,679,401	1,724,691	2,461,912	2,359,562	2,890,389	3,041,208	8,815,553	31,285,094
-	21,433	34,526	52,374	53,093	143,004	324,550	83,495	92,394	97,489	318,466	472,824	578,260			394,700	313,488	5,488	55,488	10,488	22,488	122,151	42,988	453,488	139,374	1,560,141
-	98,734	237,295	101,635	34,999	60,541	182,778	48,355	111,071	-20,610	86,103	124,494	1,113,291			9,100	10,536	39,700	39,000	50,000	20,500	75,000	15,000	10,000	10,000	278,836
-	29,563	80	9,197	49,925	40,149	14,004	5,517	19,285	66,046	106,804	44,725	133,239			16,000	8,950	34,500	12,800	8,000		20,000	120,000	150,000	80,000	450,250
167,093	-107,096	68,770	29,572	14,690	21,215	3,865	14,142	-181,005	134,520	28,306	192,030	31,246		1,349,788						21,235				21,235	1,392,258
167,093	3,381,046	2,487,545	1,050,738	2,255,664	1,671,106	1,961,093	514,707	1,236,320	1,856,986	1,853,117	10,224,771	14,649,173		1,349,788	2,341,510	2,935,550	2,867,781	2,786,689	1,793,179	2,526,135	2,576,713	3,068,377	3,654,696	9,066,162	

7.4 Appendix B - PMO Dashboard.xlsx Cash Flows (Summary)

ojects > £5m		
ED160004	Attenborough Tower Refurbishment	TBC
ED160006	MSB Phase 1 Refurbishment	ТВС
ED160005	Charles Wilson Building Student Svs	Henrietta O'Connor
EC170006	Multi-Disciplinary Laboratory	Paul Monks
EC170002	Teaching and Learning Centre	Caroline Taylor
EC170000	Percy Gee East Wing Development	Jon Scott
EC160000	Space Park	Ian Gillespie
EC170001	Brookfield House Refurb Business School	Zoe Radnor
ED160003	Public Realm Works - Car Park	ТВС
New2	Radiology Labs and Additional Prep Room	
New4	Priority Capital Projects (including Research Institutes)	
Not Estates1	IT Infrastructure (Equipment)	
EC180005	Space Park Phase 2	lan Gillespie
ED170000	Public Realm - University Road	Andrew Smith (LCC
Not Estates2	Research Infrastructure (Equipment)	
Not Estates5	Research Equipment Additions (not ITS or RIF)	
ojects £1m - m		
EC170007	Charnwood Campus R&D incubator	Ian Gillespie
EC180002	Freemens Common Social Space	Martin Riddleston
ED180001	Freemens Cottages Refurbishment	Martin Riddleston
Not Estates4	General Equipment Additions (not ITS or RIF)	
EM170008	Domestic water system improvements	
New3	MSB Dissection Suite Refurb	
EM180019	Bennett Building lecture theatres lower	Caroline Taylor
EC170003	Innovation Hub (LIH)	Anjuu Teverdi

<u>1</u>		
EM170035	RKCSB Rationalisation of Water Services	TBC
EM180015	Att. Tower Paternoster Replacement	Ruth Daly
Not Estates3	ASDEC (Equipment)	
EC170010	Henry Wellcome Krios G3	John Schwabe
ED180005	DWL Silent & Collab Learning Space	Caroline Taylor
EM180006	Non-Residential DX items building remedi	
EM170009	Archaeology Reroofing works	
ED180006	George Porter Lecture Theatre Refurbishm	Caroline Taylor
EM180001	Adrian Building Fire Alarm Replacement	Miranda Johnson
ER170034	Residences Projects Reqd D&K Survey	
ED180002	Astley Clarke Decant Works	Sarah Peacock
EC180000	Enabling Works Decant Project	Sarah Peacock
ED180000	CCTV Compliance Works - Business Systems	
jects < 0k		
ED180004	DWL & FJB Office Decants	Sarah Peacock
EM180043	R22 Replacement (Phase 2)	Richard Thomas
EW180008	Additional Campus Accommodation	
EC170005	Centre for Medicine -Interpretive Design	
EM170023	Adrian passive fire stopping review	Richard Thomas
EW140012	Freemens Common Creative Services	Martin Riddleston
ER180010	Various Buildings - DX Items Low/Medium	
ED180008	MSB CAT 3i Labs (CAT 2 LABS)	
ED180003	Security Lodge Silver Control Room	
	Coorgo Portor Elua Ungrado	
EM180008	George Porter Flue Upgrade	
EM180008 ER180035	Knighton Court Replacemnt Windows &Doors	Kirsty Woodward
		Kirsty Woodward

EM180029	PRF Works	
rojects £100k 250k		,
EM180018	Electrical Lab Refurbishment	
EC180004	Freemens Common Res Infrastructure Asset	
EM170017	Fixed Wire Testing - Academic	
EM170016	David Wilson Library Post Grad remodel	
ER170010	Meadow Court Lodge Alts. and Refurb	
EM180009	Engineering Flue Upgrade	Richard Thomas
EM180012	LDEC Dilapidations, Repairs & Upgrades	Richard Thomas
ER180021	Residential FRA/Fire Protection Works	Richard Thomas
EM170037	MSB Chiller	Richard Thomas
ER180020	Water Hygiene Risk Assessment & Remedial	Richard Thomas
EM170040	Water Systems Legionella Risk Assessment	Richard Thomas
EM180004	Asbestos Removal 2017/18 Academic	
ER180019	Emergency Lighting asset listing Residen	Richard Thomas
ER170028	Clivedon Garage demolition	
EM180032	Electronic Plantroom Door Locks	
ER180036	Gas Network Check (Residential)	Richard Thomas
EM180026	Repair to Foul Waste Stacks (Adrian)	Richard Thomas
EM180010	21 University Rd Heating Mains Install	Richard Thomas
EM180022	College Court Fire Stopping Remedials	
EM180024	Physics Building Goods Lift Replacement	Richard Thomas
EM180033	Site wide roof risk assessments/improve.	Richard Thomas
ER170025	Lightning Protection (Oadby)	Richard Thomas
ER170032	Lasdun Rationalisation of Water Systems	Richard Thomas
EA160018	Manor Road Sports Ct Raised Access Floor	
EW180014	MSB - Refurb Rooms G31 to G39	
EM170024	PGR Additional spaces	

ojects £25k · Ok		
EM180027	Academic FRA/Fire Protection Works	Richard Thomas
ER180031	Stamford Dining Block & Tutor Sets Re-Ro	
ER180006	Asbestos Removal 2017/18 Residential	
ED180010	LSP Outlet Improvements	
EM180003	Plantroom and Riser Surveys- PB000631	Richard Thomas
ER170018	Nixon D block internal decorating	
EC170004	School of Media, Comms and Sociology	
EM180034	Mary Gee Securing and Decommissioning	
ER170014	Freemens Common Blocks Shower Pod Repl	
EW180016	Danielle Brown Sports Centre - Push Pads	
EA180001	Fraser Noble - Basement Lavatories	
ER180000	FJB Cash Office Alterations	
ER160025	John Foster blocks A_E internal dec	
ER170026	John Foster - Quorndon & Ragdale Int Dec	
EA160022	CRF External Store	
EM170015	Charles Wilson Bldg Refurb floors 8 & 9	
EW180007	Here for You Metering	
EM170027	Critical LEV Compliance & remedials	Richard Thomas
EW180012	Fume Cabinet Installation HWB 2/11	
EA170016	Adrian Building Rooms 248 + 249	
ER170027	John Foster - Huncote, John O'Gaunt Dec	
EA180002	Hastings House Res G-House Cooling Proje	
ED180009	106 New Walk Refurbishment	
ER160024	Lasdun C D E F & G blocks	
ER180002	Residential DX HS	
EW170002	FJB Law Department Accessibility route	
EM180038	R22 Air Conditioning replacement Phase 1	Richard Thomas

ED180007	Miscellaneous Teaching Room Improvements	
EM180007	Annual asbestos re-inspections all sites	
EM180035	Replace Distribution Boards in Charles W	Richard Thomas
ER170019	Treroose Boiler replacement work	
ER180018	Southmeades 14 Shower Cubicle Replacemen	
ER180040	Nixon E Block Internal Decorating	
EM180023	Replace Small Goods Lift Computer Centre	Richard Thomas
ER170009	Stamford Kitchen 2017 PB000337	
EM180021	RKCSB Steam	Richard Thomas
EM170025	Engineering Social Space	
EM180030	David WIlson Library Roof repairs	Richard Thomas
EM180016	Bennett Fume Cabinet LG13	Richard Thomas
EM180039	Add Lightning Protection around Main Cam	Richard Thomas
EC180006	Fraser Noble Wall Removal Rm 0.14 & 0.15	
EW180004	MSB G45 IT Store to Office Conversion	
EM180028	MSB 3rd Floor Corridors Flooring Replace	
EW180015	Big Data Initiative LGH	
EM180044	Replace & Enhance UPS equipment in PRF	
ER180008	Knoll Water System Rationalisation	Richard Thomas
ER160026	John Foster blocks G&P Int dec	
EM170036	Temporary Chiller for the MSB	Richard Thomas
ER180005	Southmeades Shower block Repl	
ER180041	Bowder Court Block EE,FF&GG Int Decorate	
ER180038	Digby Coloured blocks internal decorate	
ER170000	Treroose Internal Decorating	
EA180012	Bennett LG12 & LG13 Refurbishment	
EW180017	RKCSB Rm1.22 Alterations - Training Ward	
EW180011	Public Realm Security Worls	

EM180037	Roof Risk Assessments - Non-Residential	Richard Thomas
EM170031	Physics Data Centre - UPS batteries	
EM170039	Readson House Lift Controller	Richard Thomas
EW180006	PRF Security Improvements	
EA180008	Life insurance work re Alliance	
EM160022	Adrian Building Cladding/concrete survey	
EM180040	Add Catalyst Filters PRF, CC & RKCSB Gen	Richard Thomas
ER180037	Digby House, Lodge &Purple Block Int Dec	
EA170017	Heat Meter Installation at Main campus	
ojects £5k - 5k		
ER180039	Rosenfels Internal Decorating	
EM180031	Health & Safety Contractors Audits	Richard Thomas
ER160011	Lasdun Study Bedrooms A, B, LA Blocks	
ER180016	Stamford Court & John Foster Facilities	
ER180030	Coppice House Timber Window Refurb	
EM170026	Percy Gee bio mass hopper	Richard Thomas
EA170021	MaTIC Building - Mechanical Cooling	
EM180036	Add Surge Protection to key Main Panels	Richard Thomas
ER180015	D.H Southmeade House Boiler Replacement	Richard Thomas
EM180042	Computer Ctr Fencing to External Plant	Richard Thomas
ER170030	Installation of AMR equipment and meters	
ER180022	Village Hub Launderette Alterations	
EM180017	The Grove Repairs	Richard Thomas
EM180041	Physics Data Centre Cooling Fans	
EM180014	RKCSB room 527 & 528 wall removal	
EW180013	Reset Access Terminal Infrastructure	
ER170031	Kent House Bedroom Decoration	
ER160016	Stamford Dining Hall Accessibility Toile	

ER180024	Coppice Recycling Area	
ER170033	Kent Lodge internal decorating	
EA170023	Danielle Brown Steam Room Tiling	
ER180034	Nixon Court E Block Kitchen, Outer Flat	
EA180000	MSB Student Enquiry Counter	
EM180005	Ad Hoc Fire Consultancy	
EA180006	RKCSB Rms 406 & 406a replacement floor c	
ER180004	Oadby Traka/Reset	
EA180009	Criminology 154 New Walk Decoration	
EW180003	FJB Int Office DDA Door Openers - PB0006	
ER160028	Mens toilet refurbishment Stamford Hall	
ER160027	Ladies toilet refurb Tutors block	
ER180042	Nixon E Block OuterFlat Bathrm replace	
EW150028	Ken Edwards Reception/Foyer Feas	
ER180013	Manorcroft Lodge Path Replacements	
EW180009	Lighting Attenborough Tower Red	
ER180028	Nixon G, Flats 301-305 & 401-405 interna	
EA180007	MSB Autoclave Alterations	
EA180010	RKCSB Kitchenette Room 312a Refurb	
ER180029	Nixon Court Dog Spend	
EM180000	MSB Mortuary Enbalming Room Ventilation	
ER180032	John Foster Facilities Building External	
ER180017	Lasdun J Block Flat 17 Kitchen	
ER180014	Student BBQs OSV	
ER180023	Lasdun Recycling Area	
ER180025	Digby Recycling Area	
EM180002	Adrian Building - feasibility intake sub	ТВС
ER180033	Roof Risk Assessments - Residential	Richard Thomas

Projects <£5k		
ER180012	Kent Lodge External Door Replacement	
ER160021	Manorcorft Shower Room Refurb	
ER170037	Olive Banks Cycle Park	
ER170016	Stamford Food Court Office	
ER180027	Glebe Court Kitchens Structural Survey	
ER160019	Cabin Removal - Digby Hall	
ER180026	Stable Cottage Structural Survey	
EA180011	Camera Charging Station Bankfield House	
EW180002	College Crt Elm 2-3 Dividing Wall - PB00	
EA180003	Take Down Dividing Wall in Elm2-3	
ER170035	Kent Lodge power alterations	
ER180043	Beaumont Hall 2 Bollards	
EA180005	Henry Wellcome Insurance Works	
EA160023	College Court Fire	
EA160014	Computer Centre Flood - Insurance Claim	
EA170022	Charles Wilson Building Flood	
EA170015	Prospect House Water Leak	
EA170012	Engineering Building Water Leak	
Completed Proje	ects in Defects Liability Period	
EC110001	Centre for Medicine	Debbie Oldham
ED120010	E Engineering Labs/Workshop Roof & Walls *complete*	
EC100000	E Nixon Court New Block	Brita Sread
EC170011	Mary Gee Refurbishment *Cancelled*	Kirsty Woodward
ER170015	Beaumont Hall Refurbishment Phase 2	Kirsty Woodward
ER160015	Beaumont Hall Refurb Block 6,7,8 & Rockl	
ER180009	Mary Gee - Social Activities Bldg *Cancelled*	Kirsty Woodward
EM180013	Enkalon House Alteration Works	Margot Burke

EM160003	Physics Re-roofing Project	
EM160014	Refurbishment of Lecture Theatres - vari	Caroline Taylor
ER160013	Stamford Hall Dining Room *complete*	
EM150013	FJB Reception & Exec Corridor	
EM160001	FJB Car Park Alts	Brita Sread
ER160009	Mary Gee First Floor Shower Room	Kirsty Woodward
EC170008	1 Salisbury Road, North Campus	
EM170013	Physics Data Centre Chiller Replacement	
ER160020	Bowder Court Block DD Refurb and Remodel	
EC170009	David Wilson Library - Learning Room	Caroline Taylor
EM160002	MSB Lab refurb 211-212	
EM160025	Charles Wilson One Stop Shop	
EM160012	CRF Fish tanks	
EM160008	Boiler replacement works at D Brown	Richard Thomas
EM170014	Refurb of Princess Road 107-111	
EM170018	MSB Physiotherapy works	
EM170041	MSB - 2nd Floor Refurb Project	
EA180004	MSB Cat 3 Facility H&S Works	
EW140019	Astley Clarke PhD Room Refurbishment	
EW150036	Bennett Building F67 Laboratory Refurb	
EM160007	AHU replacement works at Danielle Brown	
ER170036	Digby Hall replacement boilers main room	
ER160022	Stoughton Leys, Bredon, Fieldshouse	
ER160023	Southmeads, Kent House, Kent Lodge	
EA160019	IT Lecture Capture Projects	
EM170003	MSB Gas Upgrades	
EM170043	FJB Square - Furniture	Brita Sread
EM170002	Campus Wide PSSR Written Schemes of Exam	

EM170042	Attenborough Building, Room Z20/111	
EM170044	MSB Cold Rooms 163,164 & 242	
ER160007	Freemans Common Houses H, J and M	
EM170000	Asbestos Removal 16/17 Non-Res Bldgs	
EA150006	Hodgkin 6th Floor ALterations 2015	
ER170001	Asbestos Removal 16/17 Res Bldgs	
ER160018	Nixon court boiler replacement works	
EM170028	Knighton Hall Drive	
EM180011	Attenborough Tower Controller Repl	
EM170019	Computer Centre Chillers	
EW150041	Bennett Lower Ground FLooring Works	
ER160001	Manorcroft - Refurbishment	
ED160000	College Court Overspill Car Park Resurf	
EM170001	Adrian LG10/15 Retractable Partitions	
EW150005	Refurb of Student Office Attenborough	
ER180011	Lasdun - roof access/safety remedial wks	
EM160013	Engineering Building Flue Remedials	
EW150025	MSB 389	
EM170034	CRF Fish Tank - Fish Holding Equipment	
EC180001	Adrian Fire Stopping Project	
EA150004	Astley Clarke Administration & Foyer	
EM170012	Radiation Labs Remedial Works	
EA160003	RKCSB 2nd Floor Alts to Rm 237	
EM170005	Boiler replacement for Potting Shed	Richard Thomas
ER170024	Bowder Internal Redecoration works	
ER180001	Clivedon thermostatic shower value repla	
EW180005	Knighton Hall Bathroom	
ER160000	Kent/Clivedon Kitchen/Shower Refurb	

EM170006	Repair and redec of painted elements
EM170007	Temporary Chillers for Physics Data Ctr
ER160012	Lasdun Study Bedrooms H, I, J
EW170001	New Air-curtains for MSB entrance
EW180000	Astley Clarke - Admin Alterations
EM170011	Heating pipework replacement - Museum St
ER170011	Digby Hall Warden Lodge
EA160000	Office Alterations with Forensic Science
EM170022	College Court Damp Issues
EM170033	114 Regent Road Nursery, repair conserv.
EA170018	Upgrade of Supply Fan for MSB Lab 131
EM160016	MSB PSSR Written Scheme
EW180010	Bankfield House - Railings
EM170038	MSB Roof edge protection & modif
EA170020	Nursery Toliets Refurbishment
ER180007	Emergency H&S Roofing Repairs Oadby
EM170029	CO2 installation remedial works
EW170003	Fielding Johnson Uneven Floor 212
ER160014	Bowder Court Refuse Area
EA170014	103-105 Princess Road East bike canopy
EA160013	MSB Second Floor Lab Fire - Ins. Claim

Estatos Businet I and	Dusiant Ontonom	1 101 1040	rating	A 4 la a . d a a al	
Estates Project Lead	Project Category	Timeline Budge		Authorised Budget	
Steve Holgate	Majors	Red	Green	£55,015,304	
Steve Holgate	Majors	Red	Green	£50,781,333	
John Pointon	Majors	Red	Amber	£43,349,393	
John Pointon	Majors	Green	Green	£38,100,000	
Stuart Todd	Majors	Red	Green	£30,300,000	
lan Carey	Majors	Red	Amber	£21,193,000	
Martin Perryman	Majors	Green	Green	£20,400,000	
Matt Flint	Majors	Red	Green	£15,800,000	
Steve Holgate	Majors	Green	Green	£12,000,000	
	Majors	Amber	Green	£10,000,000	
	Majors	Amber	Green	£10,000,000	
	Majors	Amber	Green	£10,000,000	
Martin Perryman	Majors	Amber	Green	£10,000,000	
Steve Holgate	Majors	Amber	Green	£8,000,000	
	Majors	Amber	Green	£7,500,000	
	Majors	Amber	Green	£6,764,776	
lan Carey	Majors	Green	Green	£4,630,000	
John Pointon	Majors	Red	Green	£3,000,000	
John Pointon	Majors	Green	Green	£3,000,000	
		Amber	Green	£2,500,000	
James Geddes		red	Green	£2,150,000	
		Amber	Green	£2,100,000	
Matt Flint	Majors	Green	Red	£1,400,000	
Stuart Todd	Majors	Amber	Amber	£1,026,084	

PM RAG Rating

Total

Ged McCrea	LTM	Green	Green	£900,00
Mike Smith	LTM	Green	Amber	£864,63
		Amber	Green	£770,00
Matt Flint	Majors	Green	Green	£750,00
Matt Flint	Majors	Green	Amber	£700,00
Steve Parker		Green	Green	£600,00
Matt Flint		Amber	Green	£594,24
Matt Flint	Majors	Green	Green	£841,98
Ed Rowlands	Majors	Green	Green	£507,50
Luke Gisborne		Green	Green	£500,00
Matt Flint	Space	Green	Green	£500,00
Sarah Peacock	Space	Green	Green	£500,00
Andrew Gahagan		Green	Green	£500,00
Matt Flint	Space	Green	Green	£468,00
Mike Smith	LTM	Green	Amber	£454,67
		Green	Green	£451,08
Gail Ruddle		Green	Green	£441,44
Ed Rowlands	Majors	Amber	Green	£435,00
	Majors	Green	Green	£435,00
Steve Parker		Green	Green	£400,00
Luke Gale		Green	Green	£350,00
Luke Gale		Green	Green	£340,00
Chrispal Anand	LTM	Green	Green	£362,29
Luke Gisborne	Minors	Green	Green	£324,00
Mike Smith		Green	Red	£180,00
Neil Hunt		Green	Green	£300,00

Neil Hunt		Green	Green	£272,880
Luke Gale		Green	Red	£250,000
Jas Lail		Green	Amber	£250,000
Chris Souter		Amber	Red	£250,000
		Amber	Green	£232,000
John Mason		Green	Green	£220,000
Chrispal Anand	LTM	Green	Green	£219,168
Chrispal Anand	LTM	Green	Green	£208,193
Claire Newlove-Hill	LTM	Green	Green	£200,000
Chris Souter	LTM	Green	Green	£200,000
Chris Smith	LTM	Green	Green	£200,000
Chris Smith	LTM	Green	Green	£200,000
James Geddes		Green	Green	£200,000
Neil Hunt	LTM	Green	Green	£200,000
Luke Gale		Amber	Green	£153,000
Andrew Gahagan		Green	Green	£150,000
Mike Smith	LTM	Green	Green	£120,000
Mike Smith	LTM	Green	Green	£146,856
Chrispal Anand	LTM	Green	Red	£145,194
Steve Parker		Green	Green	£144,000
Mike Smith	LTM	Green	Amber	£127,500
James Geddes	LTM	Green	Green	£125,000
Chris Souter	LTM	Green	Green	£120,000
James Geddes	LTM	Green	Red	£120,000
John Mason		Green	Green	£114,199
Luke Gale		Green	Green	£110,000
Gail Ruddle		Green	Red	£102,000

Claire Newlove-Hill	LTM	Green	Green	£100,000
James Geddes		Green	Green	£100,000
James Geddes		Green	Green	£100,000
Jas Lail		Green	Green	£96,000
Neil Hunt	LTM	Green	Green	£95,616
John Mason		Green	Green	£94,604
Gail Ruddle		Green	Green	£92,000
James Geddes		Green	Red	£90,000
John Mason		Green	Green	£87,000
		Green	Green	£85,000
John Mason		Green	Amber	£98,881
Steve Parker		Green	Green	£84,000
John Mason		Green	Green	£80,000
John Mason		Green	Green	£79,386
Matt Flint		Green	Green	£78,000
		Amber	Red	£75,000
Chrispal Anand		Green	Green	£73,775
Neil Hunt	LTM	Green	Green	£72,000
Steve Parker		Green	Amber	£70,000
Steve Parker		Green	Green	£70,000
John Mason		Green	Green	£66,528
Steve Parker		Green	Green	£66,000
Luke Gisborne			Amber	£66,000
John Mason		Green	Green	£65,000
James Geddes		Green	Red	£65,000
John Mason		Green	Green	£61,292
Mike Smith	LTM	Green	Green	£61,200

Matt Flint		Green	Green	£60,000
James Geddes		Green	Green	£55,200
Chris Souter	LTM	Green	Green	£54,000
Jim Benson		Green	Green	£53,210
John Mason		Green	Green	£52,000
John Mason		Green	Green	£50,288
Mike Smith	LTM	Green	Green	£50,880
		Red	Green	£50,000
Chris Smith	LTM	Green	Green	£143,016
Gail Ruddle		Green	Green	£50,000
Claire Newlove-Hill	LTM	Green	Green	£47,120
Neil Hunt	LTM	Green	Red	£46,991
Chris Souter	LTM	Green	Green	£46,000
John Mason		Green	Green	£45,600
Steve Parker		Green	Green	£44,000
James Geddes	LTM	Green	Amber	£43,000
Luke Gale		Green	Green	£41,758
Chris Souter		Green	Green	£41,725
Chris Smith	LTM	Green	Green	£40,520
John Mason		Green	Green	£40,000
Chris Souter	LTM	Green	Red	£40,000
John Mason		Green	Green	£38,400
John Mason		Green	Green	£38,266
John Mason		Green	Green	£38,072
John Mason		Green	Green	£38,000
Luke Gale		Green	Green	£34,000
John Mason		Green	Green	£33,000
Matt Flint		Green	Green	£32,000

James Geddes	LTM	Green	Green	£31,524
Chris Souter		Green	Red	£31,394
Mike Smith	LTM	Green	Green	£30,804
Matt Flint		Green	Green	£30,000
Mike Smith		Green	Green	£30,000
James Ruddle		Amber	Amber	£30,000
Chris Souter	LTM		Green	£30,000
John Mason		Green	Green	£29,888
Jim Benson		Green	Green	£26,829
John Mason		Green	Green	£24,161
Chrispal Anand	LTM	Green	Green	£24,000
John Mason		Green	Red	£24,000
		Green	Amber	£23,425
John Mason		Green	Green	£21,000
Chrispal Anand	LTM	Green	Green	£20,000
Jim Benson		Green	Green	£19,458
Chris Souter	LTM	Green	Green	£35,250
Neil Hunt	LTM	Green	Green	£16,932
James Geddes	LTM	Green	Green	£16,800
Jim Benson		Green	Green	£16,706
John Mason		Green	Green	£13,752
James Geddes	LTM	Green	Green	£12,900
Chris Souter			Green	£12,546
John Mason		Green	Green	£12,000
John Mason		Green	Green	£12,000
John Mason		Green	Red	£12,000
John Mason		Green	Green	£11,700

John Mason		Green	Green	£11,634
John Mason		Green	Green	£11,577
Steve Parker		Green	Green	£11,494
John Mason		Green	Green	£11,012
Steve Parker		Green	Green	£10,800
James Geddes		Green	Green	£10,000
John Mason		Green	Green	£10,000
John Mason		Green	Green	£9,800
Steve Parker		Green	Amber	£9,374
Steve Parker		Green	Green	£9,360
John Mason		Green	Green	£9,100
John Mason		Green	Green	£8,900
John Mason		Green	Green	£8,500
Matt Flint		Red	Green	£8,500
John Mason		Green	Green	£8,400
Chris Souter		Green	Green	£8,000
John Mason		Green	Green	£7,200
Nick Emmett		Green	Green	£7,000
John Mason		Green	Green	£7,000
John Mason		Green	Green	£6,974
Mike Smith		Green	Green	£6,240
John Mason		Green	Green	£6,234
John Mason		Green	Green	£5,843
John Mason		Green	Green	£5,640
John Mason		Green	Red	£5,525
John Mason		Green	Red	£5,525
Chrispal Anand	LTM	Green	Red	£5,400
James Geddes	LTM	Green	Green	£5,112

John Mason	Green	Green	£4,800
John Mason	Green	Green	£4,800
John Mason	Green	Green	£4,536
John Mason	Green	Green	£4,200
John Mason	Green	Green	£3,000
John Mason	Green	Green	£2,700
John Mason	Green	Green	£2,000
Steve Parker	Green	Green	£1,712
Steve Parker	Green	Green	£1,650
Steve Parker	Green	Green	£1,650
John Mason	Green	Green	£1,500
John Mason	Green	Green	£1,452
Sue Banbury	Green	Red	£2
Jonathan Aldworth	Green	Red	£1
Sue Banbury	Red	Green	£0
Sue Banbury	Green	Red	£0
Sue Banbury	Amber	Red	£0
Sue Banbury	Green	Red	£0
Jonathan Aldworth	Amber	Green	£41,900,000
Jonathan Aldworth	Amber	Green	£19,500,000
Jonathan Aldworth	red	Amber	£15,000,000
lan Carey	Green	Green	£12,792,000
John Pointon	Green	Red	£3,985,770
	Green	Green	£2,800,000
lan Carey	Green	Green	£2,208,000
Matt Flint	Green	Green	£1,647,000

Matt Flint		green	Green	£1,030,874
Matt Flint		Red	Green	£917,000
Jonathan Aldworth		Green	Green	£789,000
		Green	Amber	£475,000
Matt Flint		Amber	Red	£650,000
Matt Flint		Amber	Green	£461,500
Luke Gale		Green	Green	£450,000
Chris Souter	LTM	Amber	Amber	£445,000
Martin Perryman		Green	Green	£432,000
Matt Flint		Green	Green	£400,000
Matt Flint		Amber	Green	£390,000
Matt Flint		Red	Red	£380,000
Matt Flint		Red	Amber	£350,000
Jim Benson		Green	Green	£329,061
Steve Parker		Amber	Green	£320,269
Luke Gale		Amber	Red	£266,000
Luke Gale		Green	Green	£255,000
Steve Parker		Green	Green	£234,000
Matt Flint		Green	Green	£231,000
Matt Flint		Amber	Green	£219,500
Jim Benson		Green	Green	£200,000
Mike Smith		Green	Green	£192,864
John Mason		Green	Green	£189,000
John Mason		Green	Green	£178,000
lan Carey		Green	Red	£172,274
James Geddes		Amber	Green	£162,000
Matt Flint		Green	Amber	£136,850
James Geddes		green	Green	£150,000

Luke Gale	Green	Green	£115,000
James Geddes	Green	Amber	£109,000
John Mason	Green	Green	£106,000
James Geddes	Amber	Red	£100,000
Matt Flint	Green	Green	£80,000
James Geddes	Amber	Green	£80,000
Jim Benson	Green	Green	£78,683
Matt Flint	Green	Green	£78,000
Mike Smith	Green	Green	£74,794
James Geddes	Amber	Green	£68,970
Matt Flint	Amber	Red	£65,250
Matt Flint	Amber	Green	£65,000
Martin Perryman	Green	Green	£63,000
Steve Parker	Green	Green	£62,432
Steve Parker	Green	Green	£62,310
James Geddes	Green	Amber	£60,000
James Ruddle	Green	Green	£56,000
Matt Flint	Amber	Red	£55,500
Matt Flint	Green	Green	£55,000
James Geddes	Red	Red	£54,000
Matt Flint	Amber	Green	£52,000
Steve Parker	Amber	Green	£49,995
Matt Flint	Amber	Green	£46,000
Jim Benson	Amber	Green	£45,000
Luke Gale	Green	Green	£43,940
Ged McCrea	Green	Green	£39,787
Matt Flint	Green	Green	£38,250
Matt Flint	Amber	Amber	£35,000

James Ruddle	Green	Red	£35,000
Chris Souter	Amber	Green	£30,000
John Mason	Green	Green	£23,000
Jim Benson	Green	Green	£20,840
Matt Flint	Green	Red	£20,000
James Geddes	Amber	Red	£16,000
Matt Flint	Green	Red	£16,000
Matt Flint	Amber	Red	£15,500
Steve Parker	Amber	Green	£15,000
James Geddes	Green	Red	£12,500
Jim Benson	Green	Green	£12,412
James Geddes	Green	Green	£12,000
Luke Gale	Green	Green	£12,000
James Geddes	Green	Red	£12,000
Steve Parker	Green	Amber	£11,983
James Ruddle	Green	Green	£11,934
James Geddes	Green	Green	£10,000
Steve Parker	Green	Green	£7,669
John Mason	Green	Green	£6,600
Steve Parker	Green	Red	£6,000
Matt Flint	Red	Red	£0

SAP Cost to Date	Certified to Date (gross)	Balance Remaining	Forecast Out- Turn	Gate Passed
£118,135		£54,897,169	£55,015,304	Gate 0
£98,934		£50,682,399	£50,781,332	Gate 0
£107,850		£43,241,543	£43,349,393	Gate 0
£78,755		£38,021,245	£38,100,000	Gate 0
£1,230,922		£29,069,078	£29,638,267	Gate 1
£2,404,891		£18,788,109	£21,235,689	Gate 2
£683,826		£19,716,174	£20,399,999	
£2,344,141		£13,455,859	£15,799,999	
£16,167		£11,983,833	£11,999,999	Gate 0
£0		£10,000,000	£0	
£0		£10,000,000	£0	
03		£10,000,000	£10,000,000	
£0		£10,000,000	£10,000,000	Gate 0
£87,210		£7,912,790	£7,999,999	Gate 0
£0		£7,500,000	£7,500,000	
£0		£6,764,776	£6,764,776	
£172,472		£4,457,529	£4,636,930	Gate 1
£4,944		£2,995,056	£2,999,999	Gate 0
£4,944		£2,995,056	£2,999,999	Gate 0
£0		£2,500,000	£2,500,000	_
£1,978,601		£171,399	£2,121,797	
£0		£2,100,000	£0	
£74,654		£1,325,346	£1,599,654	Gate 1
£293,888		£732,196	£1,029,828	

£65,280	£834,720	£897,374	
£78,754	£785,878	£874,753	
£0	£770,000	£770,000	
£703,751	£46,249	£750,000	Gate 2
£32,637	£667,363	£732,637	Gate 1
£59,466	£540,534	£59,466	Gate 1
£485,734	£108,506	£485,733	
£24,699	£817,287	£839,699	Gate 1
£92,230	£415,270	£250,229	Gate 2
£0	£500,000	£0	
£142,222	£357,778	£497,221	Gate 2
£46,399	£453,601	£99,844	
£337,589	£162,411	£449,268	
£124,947	£343,053	£434,947	N / A
£1,662	£453,016	£456,339	
£0	£451,085	£0	
£108,329	£333,120	£441,449	
£35,280	£399,720	£129,300	
£316,955	£118,045	£316,955	
£36,420	£363,580	£36,420	Gate 1
£41,899	£308,101	£349,899	Gate 1
£20,875	£319,125	£330,874	Gate 1
£17,412	£344,886	£298,411	Gate 1
£0	£324,000	£0	
£45,000	£135,000	£345,000	
£216,568	£83,432	£216,567	

£7,560	£265,320	£272,880	
£9,072	£240,928	£275,072	Gate 1
£116,874	£133,126	£250,000	N / A
£261,405	-£11,405	£311,405	Gate 2
£185,202	£46,798	£231,999	Gate 2
£169,218	£50,782	£173,217	Gate 2
£4,096	£215,072	£154,095	Gate 2
£62,316	£145,877	£62,316	Gate 2
£9,588	£190,412	£9,588	Gate 2
£592	£199,408	£54,591	
£14,727	£185,273	£14,727	Gate 1
£59,501	£140,499	£59,500	Gate 2
£17,255	£182,745	£34,255	
£147,006	£52,994	£147,005	Gate 2
£41,322	£111,678	£72,711	Gate 2
£0	£150,000	£150,000	
£30,000	£90,000	£30,000	Gate 2
£0	£146,856	£146,856	Gate 0
£10,272	£134,922	£158,973	Gate 2
£70,980	£73,020	£70,979	
£74,932	£52,568	£127,902	Gate 2
£2,259	£122,741	£92,259	
£40,715	£79,285	£112,406	Gate 1
£177,034	-£57,034	£237,133	Gate 2
£95,054	£19,145	£95,054	Gate 2
£57,806	£52,194	£57,805	Gate 2
£151,287	-£49,287	£151,287	

£34,891	£65,109	£34,891	Gate 2
£0	£100,000	£100,000	
£0	£100,000	£8,300	
£95,987		£0	
£57,600	£38,016	£57,600	Gate 2
£94,604	£0	£94,603	
£70,320	£21,680	£70,320	
£22,656	£67,344	£112,656	
£67,376	£19,624	£67,375	
£0		£0	
£6,926	£91,955	£98,926	
£64,288	£19,712	£80,287	
£65,471	£14,529	£65,470	
£69,677	£9,709	£69,677	
£72,405	£5,595	£72,404	
£77,046	-£2,046	£82,046	
£14,931	£58,844	£14,930	
£33,600	£38,400	£33,600	Gate 2
£5,721	£64,279	£72,720	
£65,949	£4,051	£67,449	
£63,744	£2,784	£63,744	
£395	£65,605	£65,394	
£66,710	-£710	£66,709	
£59,320	£5,680	£59,319	
£85,095	-£20,095	£85,095	
£55,265	£6,027	£55,265	
£0	£61,200	£0	Gate 2

£14,552	£45,448	054.550	
	273,770	£54,552	
£21,432	£33,768	£21,432	
£0	£54,000	£54,000	Gate 2
£47,972	£5,238	£47,971	
£45,706	£6,294	£45,705	
£0	£50,288	£50,288	
£35,586	£15,294	£50,586	Gate 2
£0	£50,000	£40,000	
£0	£143,016	£50,000	Gate 2
£46,974	£3,026	£46,974	
£0	£47,120	£0	Gate 2
£17,338	£29,653	£60,338	Gate 2
£0	£46,000	£46,000	
03		£0	
£22,017	£21,983	£22,017	
£44,159	-£1,159	£44,159	
£0	£41,758	£0	
£0		£0	
£13,057	£27,463	£13,056	Gate 2
£29,146	£10,854	£29,145	
£30,093	£9,907	£70,092	
£36,109	£2,291	£36,108	
93	£38,266	£38,266	
03	£38,072	£38,072	
£36,559	£1,441	£36,558	
03		£0	
03		£0	
£10,446	£21,554	£13,445	

00			
03	£31,524	£31,524	
£31,394	03	£94,181	
£30,804	03	£30,804	
£0	£30,000	£0	
£503	£29,497	£502	
£70,415	-£40,415	£106,054	
£0	£30,000	£0	
£0	£29,888	£29,888	
£19,861	£6,968	£19,861	
£0	£24,161	£24,161	
£13,236	£10,764	£13,236	
£29,592	-£5,592	£29,591	
£23,425	£0	£23,425	
£0	£21,000	£21,000	
£15,552	£4,448	£15,551	
£16,481	£2,977	£16,481	
£934	£34,316	£933	
£16,932	03	£16,932	
£0	£16,800	£16,800	
£13,471	£3,235	£13,470	
£12,338	£1,414	£12,338	
£1,482	£11,418	£1,482	
£12,546	03	£12,546	
£0	£12,000	£0	
£2,826	£9,174	£2,826	
£12,678	-£678	£12,678	
£9,909	£1,791	£9,908	

£10,701	£10,701	£932	£10,702
£11,276	£11,276	£301	£11,276
03	£0	£11,494	£0
£10,010	£10,010	£1,002	£10,011
£7,858	£7,858	£2,941	£7,859
£4,116	£4,116	£5,884	£4,116
£7,225	£7,225	£2,775	£7,225
£6,127	£6,127	£3,672	£6,128
£9,458	£9,458	-£84	£9,458
£0	£0	£9,360	£0
£9,100	£9,100	£0	£9,100
£8,756	£8,756	£144	£8,756
£0	£0		£0
£0	£0	£8,500	£0
£6,116	£6,116	£2,284	£6,116
£3,401	£3,401	£4,598	£3,402
£6,588	£6,588	£612	£6,588
£5,360	£5,360	£7,000	£0
£7,000	£7,000	£6,670	£330
£6,673	£6,673	£301	£6,673
£1,890	£1,890	£4,350	£1,890
£0	£0	£6,234	£0
£4,943	£4,943	£900	£4,943
£5,220	£5,220	£420	£5,220
£5,838	£5,838	-£313	£5,838
£6,654	£6,654	-£1,129	£6,654
£13,695	£13,695	-£8,296	£13,696
£5,112	£5,112	£5,112	£0

£3,494	£1,306	£3,493
£3,754	£1,046	£3,753
£4,536	£0	£4,536
£4,120	£80	£4,119
£0	£3,000	£0
£2,507	£193	£2,507
£1,050	£950	£1,050
£1,592	£120	£1,592
£0	£1,650	£0
£1,650	£0	£1,650
£1,119	£381	£1,118
£1,452		£0
£7,043	-£7,041	£7,042
£115,557	-£115,556	£115,556
£0	£0	£0
£16,165	-£16,165	£16,165
£13,122	-£13,122	£13,122
£32,478	-£32,478	£32,478
£39,755,410	£2,144,590	£39,755,409
£17,722,445	£1,777,555	£17,999,999
£14,806,923	£193,077	£15,018,922
£824,118	£11,967,882	£824,117
£4,342,876	-£357,106	£4,560,000
£2,836,499	-£36,499	£2,836,499
£58,814	£2,149,186	£58,813
£1,035,416	£611,584	£1,162,416

£1,020,756	£10,118	£1,020,756
£872,082	£44,918	£872,082
£745,996	£43,004	£763,781
£477,406	-£2,406	£477,405
£795,058	-£145,058	£795,057
£444,275	£17,225	£444,274
£0	£450,000	£0
£411,373	£33,627	£449,372
£425,994	£6,006	£425,993
£397,607	£2,393	£406,587
£265,282	£124,718	£265,281
£406,037	-£26,037	£406,036
£357,575	-£7,575	£366,325
£307,934	£21,127	£307,933
£300,777	£19,492	£306,277
£266,261	-£261	£298,049
£249,818	£5,182	£252,617
£199,525	£34,475	£219,524
£223,923	£7,077	£223,922
£212,481	£7,019	£212,481
£184,174	£15,826	£184,173
£183,982	£8,882	£183,982
£186,706	£2,294	£186,705
£175,620	£2,380	£175,620
£285,514	-£113,240	£286,058
£113,388	£48,612	£113,388
£137,505	-£655	£137,505
£129,061	£20,939	£139,060

£49,840	£65,160	£49,840	
£111,055	-£2,055	£111,055	
£85,484	£20,516	£85,483	
£204,391	-£104,391	£204,390	
£56,213	£23,787	£56,213	
£61,384	£18,616	£61,384	
£60,634	£18,049	£60,633	
£65,316	£12,684	£71,716	
£59,994	£14,800	£59,994	
£58,523	£10,447	£58,522	
£79,608	-£14,358	£79,608	
£52,780	£12,220	£52,779	
£58,774	£4,226	£58,774	
£56,888	£5,544	£56,887	
£56,951	£5,359	£56,951	
£60,550	-£550	£60,549	
£53,091	£2,909	£55,530	
£67,910	-£12,410	£67,910	
£51,835	£3,165	£51,835	
£62,747	-£8,747	£62,746	
£42,809	£9,191	£42,809	
£40,122	£9,873	£40,121	
£39,402	£6,598	£39,402	
£39,671	£5,330	£39,670	
£27,260	£16,680	£28,260	
£37,265	£2,522	£37,265	
£31,309	£6,941	£31,309	
£35,797	-£797	£35,796	

£57,049	-£22,049	£126,858
£27,000	£3,000	£27,000
£20,238	£2,762	£20,238
£18,266	£2,574	£18,265
£21,378	-£1,378	£21,377
£15,970	£30	£17,937
£20,413	-£4,413	£20,412
£25,452	-£9,952	£25,452
£8,469	£6,531	£8,468
£12,319	£181	£24,818
£10,537	£1,875	£10,536
£3,960	£8,040	£3,960
£7,375	£4,625	£7,374
£10,061	£1,939	£32,060
£12,350	-£367	£12,350
£7,560	£4,374	£7,560
£6,610	£3,390	£6,609
£6,709	£960	£6,709
£5,998	£602	£5,997
£12,640	-£6,640	£12,640
£238,772	-£238,772	£238,772

Project Status	Planned / Unplanned Capital Plan	Project Started	Gate 0 Approval	Estimate at Gate 0	Funding Source
0 : Strategic Definition			13-Jul-21		
0 : Strategic Definition			25-Nov-20		
0 : Strategic Definition			17-Oct-18		
0 : Strategic Definition			04-Jun-19		
2 : Design			04-Apr-17		
5 : Construction					
3 : Developed Design					
3 : Developed Design					
0 : Strategic Definition					
0 : Strategic					
Definition					
			02-Oct-17		
4 : Technical Design					
3 : Developed Design					
4 : Technical Design					

7 : In Use			
6 : Handover & Close Out	'		
5 : Construction			
1 : Preparation & Brief			
6 : Handover & Close Out			
5 : Construction	'		
5 : Construction			
6 : Handover & Close Out			
0 : Strategic Definition			
7 : In Use			
1 : Preparation & Brief			
5: Construction			
5: Construction			

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5: Construction				
Construction	N/A	N/A	N/A	N/A
7 : In Use				
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Construction			

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## Brief  ## Area	4 : Technical Design			
## Brief  ## Area				
Construction  7: In Use  1: Technical Design 1: Technical Design 7: In Use  5: Construction	1 : Preparation & Brief			
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2 : Concept Design			
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3 : Developed Design			
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6 : Handover & Close Out	

RIBA Stage 1 Report		Gate 1 Estimate at	RIBA Stag	RIBA Stag		
Planned	Forecast / Actual	Approval	Gate 1	Planned	Forecast / Actual	Planned
19-Jan-22		13-Jul-21		19-Jan-22		12-Jul-22
		25-Nov-20		01-Jun-21		17-Nov-21
		17-Oct-18		17-Apr-19		09-Oct-19
				04-Dec-19		Jun-20
				21-Jun-17	22-Jun-17	05-Oct-17
07-Nov-16	07-Nov-16	24-Jul-14		30-Dec-16	30-Dec-16	26-Apr-17
		17-May-17	£20,400,000	01-Sep-17	01-Sep-17	13-Jul-18
17-Jan-17	17-Jan-17			42814	42814	May-17
Apr-18				Jun-18		Feb-19
08-Dec-17	08-Dec-17			11-May-18		16-Nov-18
04-Apr-17						
04-Apr-17						
				02/03/2018		Apr-18

05-Jun-17		09-Aug-17	05-Sep-17
		23-Mar-18	Apr-18
		16 Fab 10	Ann 10
		16-Feb-18	Apr-18

| NI/A |
|------|------|------|------|------|------|------|
| N/A  |

27/10/2017 17/11/2017

e 3 Report	Planning S	ubmission	Planning	Approval	RIBA Stag	e 4 Report
Forecast / Actual	Planned	Forecast / Actual	Planned	Forecast / Actual	Planned	Forecast / Actual
	16-Dec-22	16-Dec-22	16-Feb-23	16-Feb-23	11-Jan-23	
	06-May-22	06-May-22	06-Jul-22	06-Jul-22	23-May-22	
			27-May-20	27-May-20	08-Apr-20	
			14-Jan-21		25-Nov-20	
05-Oct-17	05-Mar-18		09-Apr-18		08-Mar-18	
26-Apr-17	01-Sep-17	01-Sep-17	15-Jan-18	15-Jan-18	09-Nov-17	09-Nov-17
15-Aug-18	06-Jul-18	31-Jul-18	05-Oct-18	02-Nov-18	19-Oct-18	
May-17	29-Sep-17	29-Sep-17	11-Jan-18	11-Jan-18	18-Dec-17	Dec-17
	02-Nov-18		04-Jan-19			
Apr-18	N/A	N/A	N/A	N/A	May-18	May-18

	31-Oct-17		30-Jan-18		Oct-17	
	N/A	N/A	N/A	N/A	May-18	
Apr-18	N/A	N/A	N/A	N/A	May-18	May-18
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	11-May-18	11-May-18				
	11-May-18	11-May-18				
	11-May-18	11-May-18				
	11-May-18	11-May-18				
	11-May-18	11-May-18				
	11-May-18	11-May-18				

| NI/A |
|------|------|------|------|------|------|------|
| N/A  |

Tender Design

Project Pre-Tender Estimate

Tender Issue

Tender

Return

Tender

## Planned Start Planned End Forecast End

	£21,068,760	06-Nov-17	08-Jan-18
		17-Oct-17	15-Dec-17
		29-Oct-18	21-Dec-18
	£9,004,339	08-Jan-18	15-Mar-18
		01-Mar-19	
		14-Dec-18	25-Jan-18
	£1,600,000	14-May-18	01-Jun-18
	11,000,000	14-May-10	01-0011-10

		01-Sep-17	18-Sep-17
	£760,000		13-Jun-18
		·	
	£840,000	21-May-18	08-Jun-18
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		21 lup 10	
		21-Jun-18	
		21-Jun-18	
		21-Jun-18	

			£250,000		13-Jun-18
N/A	N/A	N/A	N/A	N/A	N/A
					28-May-18

	£135,000	Mar-18	Jun-18
	£135,000	Mar-18	Jun-18

05-Jan-18

11-Dec-17

Period		Gate 2	•		University Enabling Works	
Analysis Complete	GMP Date	Approval	Contract	Sum (Net)	Start	Complete
14-May-18	28-May-18		15-Jun-18			
26-Jan-18	26-Jan-18	13-Feb-18	01-Mar-18	£13,180,490	01-Jan-18	01-Mar-18
01-Feb-19	01-Mar-19	01-Mar-19			N/A	N/A
28-Mar-18	28-Mar-18	28-Mar-18	01-Jun-18	£8,663,417	29-Jan-18	17-Oct-18
	01-Apr-19					
08-Feb-19			01-Mar-19			
	05-Jul-18					
	05-Jul-18					
15-Jun-18					N/A	N/A
		16-Mar-18	16-Mar-18	£530,170		

18-Sep-17	18-Oct-17				
22-Jun-18	22-Jun-18		£350,000	N/A	N/A
	29-Jun-18	ı			
15-Jun-18	15-Jun-18		£509,388	N/A	N/A
		23-Apr-18			
		08-Jun-18			
		08-Jun-18 08-Jun-18			

	ı				
15-Jun-18	15-Jun-18		29-Jun-18		
N/A	N/A	N/A	N/A	N/A	
				607.070	
				£97,870	
08-Jun-18	09-Jun-18				

Jun-18		Jul-18	£135,000	

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17-Aug-22	28-Feb-24	28-Feb-24			Jul-24	Jul-24
08-Jul-20	19-Jan-22	19-Jan-22			Jul-23	Jul-23
26-Apr-21	01-Feb-23				Jul-23	
					Jul-20	
05-Mar-18	29-Aug-19	29-Aug-19		29-Aug-19	Dec-19	
18-Mar-19	03-Jul-20				28-Aug-20	
07-May-18	29-Mar-19	05-Apr-19	12-Apr-19	12-Apr-19	Apr-19	
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Change O	rders Value	Financia	al Claims	Detention Deleges Dete	Final Assessed
Agreed	Anticipated <sup>2</sup>	Agreed	Pending	Retention Release Date	Final Account

# University of Leicester **Programme Management Office**Risk and Contingency User Guide

PM007

Issue 01 | 3 August 2018



This report takes into account the particular instructions and requirements of our client. It is not intended for and should not be relied upon by any third party and no responsibility is undertaken to any third party.

Job number 260652-00

Ove Arup & Partners Ltd

The Arup Campus Blythe Gate Blythe Valley Park Solihull B90 8AE United Kingdom www.arup.com



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# **Appendices**

# Appendix A

**Gated Process** 

#### 1 Introduction

This document describes how Project Managers should apply the following procedures on their projects to provide a consistent approach to the PMO monitoring and reporting:

- Risk Registers and how to quantify cost allowances for project risks
- Contingency applied to the cost estimates at each stage of the project

The standard percentages for contingencies at different stages of the project may be adjusted over time to reflect learning from completed projects. Project Managers should include such feedback in any project close out reviews.

Different contingencies are applied at different project Gate stages as described in section 3. For details of the Gates, please refer to the Gated Process report (ref. PM003). The key parts relating to construction / maintenance projects are summarised on the chart in Appendix A.

In the sub-sections below reference is made to P80 prices which is an industry standard term. It is the cost estimate plus contingency price that has an 80% chance of not being exceeded when the project is complete.

# 2 Application of Risk Management

The Project Manager (PM) should work with his / her project team to develop and maintain a project risk register. The PM shall decide when reviews and updates of the risk register are undertaken to suit their individual projects. The most recent risk register should be given to the PMO manager each month to assist with the collation of the PMO monthly dashboard report. This does not mean that the PMs are required to update the risk register monthly.

# 2.1 Assessment of Risks and Contingency Calculation

Risk probability should be estimated using the bandings shown in Table 1, multiplied by the risk impact (defined by the PM), based on cost and programme. It is essential that these probabilities are adhered to when assessing the project risks.

Probability of Occurrence		Score
Very Low: Occurrence is unlikely but possible.	(<5% likelihood)	1
Low: Occurrence is moderately likely.	(5% to 20% likelihood)	2
Medium: Occurrence is likely.	(20% to 50% likelihood)	3
High: Occurrence is very likely.	(50% to 75% likelihood)	4
Very High: Occurrence is reasonably certain.	(>75% likelihood)	5

Table 1 Risk Occurrence

The expected cost and programme delays should be provided if the risk where to materialise, recorded in columns H and I of the risk register (Figure 1). Note: this is the most likely cost and programme impact, not the worst case.



Figure 1 Risk Register Extract

The expected monetary value (EMV) is calculated in column J automatically, by multiplying the probability with the expected most likely cost impact. The summation of the EMV figures provides the contingency at Gate 2.

$$\mathit{EMV}\left( \pounds \right) = \mathit{Probability}\left( \% \right) \times \mathit{Cost}\left. \mathit{Impact}\right. \mathit{if}\left. \mathit{Risk}\left. \mathit{Occurs}\left( \pounds \right) \right.$$

For further details please refer to the Risk Management report (ref. PM002).

# 2.2 Risk Management at Gates

### Up to Gate 0

No risk registers are required before Gate 0 as there will be too little definition of the project. However, the PM may include any obviously significant risks in the project charter if he / she considers it appropriate.

#### Gate 0 to Gate 1

An initial risk register should be developed to support the outline business case. However, it is expected that the project will still be insufficiently defined to use the costed risk calculation method to define contingency allowances.

#### **After Gate 1**

After Gate 1 the project design will be developed and the risk register should be expanded and maintained to cover all risks and uncertainties.

At Gate 2 the costed risk register shall be the basis for defining the project contingency that should be applied after Gate 2. The cost estimate at Gate 2 should contain no exclusions for anything needed to deliver the required scope.

# **3** Project Contingency

# 3.1 Levels of Contingency to be Applied

The range of uncertainty that applies to any individual project will depend on a number of factors such as:

- Is it new build or refurbishment? (refurb projects are generally considered to have more risks associated with them)
- Its position on the spectrum of simple projects with few dependencies through to very complex project with many interacting issues / requirements.
- Is there good benchmark cost data available or is it an unusual or a very bespoke project?
- How well the users can define their requirements at the time the estimate is prepared or the budget is set.

These different attributes have been allowed for in the proposals for allocating budgets at Gate 1 described below. By Gate 2 these attributes will have been incorporated into the project designs so the contingency calculated by the project team will supersede these allowances.

#### At Gate 0

This is a review at the earliest time to confirm that it is worth spending effort to prepare an initial investigation. The best estimate available (usually an early guess) should be increased by 30-75% to set an upper bound for the possible final cost. The "Estates and Campus Services Project and Programme Governance" paper (by UoL), dated 23 May 2018, recommends 40%.

The added percentage is to be decided by the PM / Estates & Campus Services leadership based on the project size and complexity.

It is not intended that the Gate 0 cost should be used in any way as a basis for budget approval: it is simply a figure to be used against the question "at this price does this project make sense?"

#### At Gate 1

The following contingences are applied to the cost estimate developed during the initial investigation stage (RIBA stage 1 and possibly some of RIBA stage 2). They should generally be applied as standard but may need to be modified if particularly significant risks are identified during the initial investigation. The PM in conjunction with the Estates & Campus Services Leadership shall decide what alternative percentage shall be applied to suit the particular project risks.

Approval at Gate 1 will be given by the highest level of authority required by the University's standing rules. The requested budget should be based on the best estimate available plus the contingency percentage taken from the table below.

Note that the best estimate shall include everything required to deliver the project scope: there should be no exclusions and estimates are gross cost including VAT at the standard prevailing rate unless otherwise advised by the University's VAT specialist advisor.

If the approving authority decides to set a budget below the requested budget then the scope should be reduced accordingly to ensure that the relevant contingency percentage is maintained with the lower budget.

This budget becomes the "not to exceed price" and requires approval from the original approving body before any actions or decisions are taken that could break the limit.

Gate 1 Approval	Simple Project	Medium Project	Complex Project				
New Build Projects							
Extreme range, estimate +	-5% to +20%	-5% to +25%	-10% to +35%				
Project Contingency	10%	12.75%	17.25%				
Refurbishment Projects							
Extreme range, estimate +	-10%to +25%	-10% to +30%	-15% to +50%				
Project Contingency	12%	14.5%	24.5%				

Table 2 Gate 1 contingencies (80% certainty)

For projects that comprise of a mix of refurbishment and new build the percentages should be applied proportionally.

The contingencies in the above table have been calculated to provide an overall budget with an 80% certainty of being enough to deliver the full project scope. This is the so called P80 price.

#### At Gate 2

At Gate 2 it is expected that final cost estimates will be based on Contractor tenders received and (for two stage contracts) professional QS estimates based on final design information.

At this Gate a detailed cost report should be proved as part of the review documentation. The final contingency applied should based on a detailed risk and uncertainty analysis as described section 2.1. Note that if the project team wishes to use Quantative Risk

Assessment (QRA) tools, such as *At Risk*, to calculate contingencies rather than the method described in section 2, then this is encouraged.

Gate 2 approval should be given by the Delegated Authority provided that the Gate 2 estimate plus the contingency does not exceed the upper limit approved by the relevant approving committee at Gate 1.

# 3.2 Defining Project Contingency

The level of contingency depends on the complexity of the project, divided into three categories as shown in Table 3. The project attributes should be agreed as part of the development of the Strategic Business Case.

#### **Simple Projects**

- Simple design complexity
- Limited stakeholder management required
- Simple M&E / servicing requirements
- Simple FF&E install
- Low risks from survey data (e.g. no asbestos, no contaminated land, no protected species etc.)
- No / limited site constraints and operational considerations

#### **Medium Complexity Projects**

- Standard design
- Many stakeholders to engage
- Standard M&E / servicing requirements
- Simple / partly complex FF&E requirements
- Medium risks from survey data (e.g. asbestos, contaminated land, protected species etc.)
- Some site constraints and operational considerations

#### **Complex Projects**

- Unique, complex design
- Works within existing buildings
- Complex stakeholder management
- Specialist FF&E (i.e. lab apparatus)
- Complex M&E / servicing requirements
- High risks from survey data (e.g. asbestos, contaminated land, protected species etc.)
- Major site constraints and operational considerations

**Table 3 Project Complexity** 

# 3.3 Management of Contingency

During the design and construction stages the project contingences should be managed by the PM and Project Board in the normal way. This includes applying any standard University procedures for drawdown of the available contingency.

During the design stage the contingency can be used for minor adjustments to the project scope as it develops but should not be used for significant changes to user requirements above the scope approved at Gate 1. During the construction stage the contingency should not be used for scope change / enhancement.

Each project should release spare contingency back to the University's finance team as the levels of price uncertainty decrease. It is recommended that contingency release is made at the following milestones:

- At Gate 2: any spare contingency above the detailed cost plan and contingency estimate should be released.
- At mid-point of construction, say 60% through the construction schedule: The final out turn cost estimate at the time should be reviewed and compared to the risk register current at that time. If significant contingencies remain and they are not likely to be needed then an appropriate proportion should be released.
- **At practical completion:** Only contingency needed to deal with outstanding items not yet agreed should be retained. All other contingency should be released.

Early release of contingency enables the University to use the money to proceed with other projects that would otherwise be delayed or abandoned.

Contingency release shall be undertaken as follows:

- The project team shall raise a change control notice that simply shows a budget cost reduction.
- The change control notice shall be reviewed and signed off by the relevant authorities required by the type, size and complexity of the project.
- Once the change control authorisation is approved, the finance team will adjust the project budget as for any other authorised budget change.

# **Appendix A**

**Gated Process** 

# **A1** Stage Gate Process

# University of Leicester **Programme Management Office**Risk and Contingency User Guide

PM007

Issue 02  $\mid$  18 September 2018



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Job number 260652-00

Ove Arup & Partners Ltd

The Arup Campus Blythe Gate Blythe Valley Park Solihull B90 8AE United Kingdom www.arup.com



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	3.3	Management of Contingency	6

## **Appendices**

# Appendix A

**Gated Process** 

## Appendix B

Contingency Process Map

#### 1 Introduction

This document describes how Project Managers should apply the following procedures on their projects:

- Risk Registers and how to quantify cost allowances for risks
- Contingency applied to the cost estimates at each stage

The standard percentages for contingencies at different stages may be adjusted over time to reflect learning from completed projects. Project Managers should include such feedback in any project close out reviews.

Different contingencies are applied at different project Gate stages as described in section 3. For details of the Gates, please refer to the Gated Process report (ref. PM003). The key parts relating to construction / maintenance projects are summarised on the chart in Appendix A.

In the sub-sections below reference is made to P80 prices which is an industry standard term. It is the cost estimate plus contingency price that has an 80% chance of not being exceeded when the project is complete.

# 2 Application of Risk Management

The Project Manager (PM) should work with his / her project team to develop and maintain a project risk register. The PM shall decide when reviews and updates of the risk register shall be done to suit their individual projects. The most recent risk register should be given to the PMO manager each month to assist with the collation of the PMO monthly dashboard report. This does not mean that PMs need to update the risk register monthly.

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Risk probability should be estimated using the bandings shown in Table 1, multiplied by the risk impact (defined by the PM), based on cost and programme. It is essential that these probabilities are adhered to when assessing the project risks.

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High: Occurrence is very likely.	(50% to 75% likelihood)	4
Very High: Occurrence is reasonably certain.	(>75% likelihood)	5

Table 1 Risk Occurrence

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The expected cost and programme delays should be provided if the risk where to materialise, recorded in columns H and I of the risk register (Figure 1). Note; this is the most likely cost and programme impact, not the worst case.

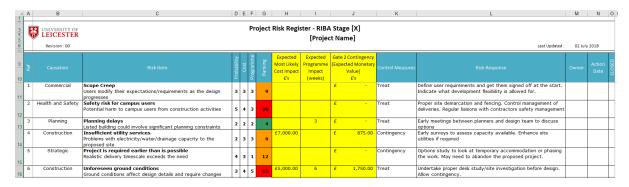


Figure 1 Risk Register Extract

The expected monetary value (EMV) is calculated in column J automatically, by multiplying the probability with the expected most likely cost impact. The summation of the EMV figures provides the contingency at Gate 2.

$$\mathit{EMV}\left(\mathtt{E}\right) = \mathit{Probability}\left(\%\right) \times \mathit{Cost\ Impact\ if\ Risk\ Occurs}\left(\mathtt{E}\right)$$

For further details please refer to the Risk Management report (ref. PM002).

# 2.2 Risk Management at Gates

#### Up to Gate 0

No risk registers are required before Gate 0 as there will be too little definition of the project. However, the PM may include any obviously significant risks in the project charter if he / she considers it appropriate.

#### Gate 0 to Gate 1

An initial risk register should be developed to support the outline business case. However, it is expected that the project will still be insufficiently defined to use the costed risk calculation method to define contingency allowances.

#### **After Gate 1**

After Gate 1 the project design will be developed and the risk register should be expanded and maintained to cover all risks and uncertainties.

At Gate 2 the costed risk register shall be the basis for defining the project contingency that should be applied after Gate 2. The cost estimate at Gate 2 should contain no exclusions for anything needed to deliver the required scope.

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# **3** Project Contingency

# 3.1 Levels of Contingency to be Applied

The range of uncertainty that applies to any individual project will depend on a number of factors such as:

- Is it new build or refurbishment? (refurb projects are generally considered to have more risks associated with them)
- Its position on the spectrum of simple projects with few dependencies through to very complex project with many interacting issues / requirements.
- Is there good benchmark cost data available or is it an unusual or a very bespoke project?
- How well the users can define their requirements at the time the estimate is prepared or the budget is set.

These different attributes have been allowed for in the proposals for allocating budgets at Gate 1 described below. By Gate 2 these attributes will have been incorporated into the project designs so the contingency calculated by the project team will supersede these allowances.

#### At Gate 0

This is a review at the earliest time to confirm that it is worth spending effort to prepare an initial investigation. The best estimate available (usually an early guess) should be increased by 30-75% to set an upper bound for the possible final cost. The "Estates and Campus Services Project and Programme Governance" paper (by UoL), dated 23 May 2018, recommends 40%.

The added percentage is to be decided by the PM / Estates Office leadership based on the project size and complexity.

It is not intended that the Gate 0 cost should be used in any way as a basis for budget approval; it is simply a figure to be used against the question "at this price does this project make sense?"

#### At Gate 1

The following contingences are applied to the cost estimate developed during the initial investigation stage (RIBA stage 1 and possibly some of RIBA stage 2). They should generally be applied as standard but may need to be modified if particularly significant risks are identified during the initial investigation. The PM in conjunction with the Estates & Campus Services Leadership shall decide what alternative percentage shall be applied to suit the particular project risks.

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Approval at Gate 1 will be given by the highest level of authority required by the university's standing rules. The requested budget should be based on the best estimate available plus the contingency percentage taken from the table below.

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Extreme range, estimate +	-5% to +20%	-5% to +25%	-10% to +35%				
Project Contingency	10%	10% 12.75%					
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Table 2 Gate 1 contingencies (80% certainty)

For projects that comprise of a mix of refurbishment and new build the percentages should be applied proportionally.

The contingencies in the above table have been calculated to provide an overall budget with an 80% certainty of being enough to deliver the full project scope. This is the so called P80 price.

#### At Gate 2

At Gate 2 it is expected that final cost estimates will be based on Contractor tenders received and (for two stage contracts) professional QS estimates based on final design information.

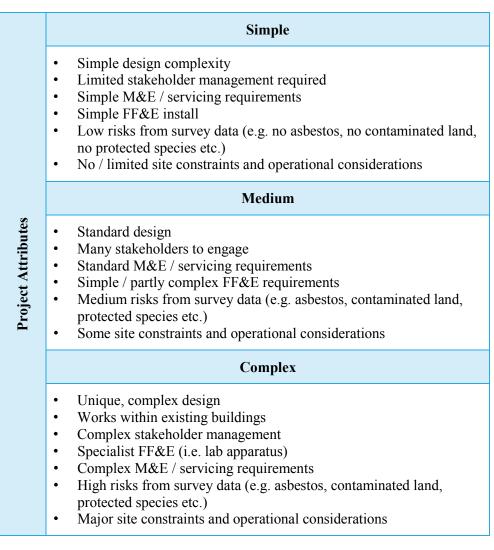
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At this Gate a detailed cost report should be proved as part of the review documentation. The final contingency applied should based on a detailed risk and uncertainty analysis as described section 2.1.

Gate 2 approval should be given by the Delegated Authority provided that the Gate 2 estimate plus the contingency does not exceed the upper limit approved by the relevant approving committee at Gate 1.

## 3.2 Defining Project Contingency

The level of contingency depends on the complexity of the project, divided into three categories as shown in Table 3. The project attributes should be indicated at the Initial Investigation Stage and agreed as part of the development of the Initial Investigation.



**Table 3 Project Complexity** 

## 3.3 Management of Contingency

During the design and construction stages the project contingences should be managed by the PM and Project Board in the normal way. This includes applying any standard UoL procedures to drawdown of the available contingency.

During the design stage the contingency can be used for minor adjustments to the project scope as it develops but should not be used for significant changes to user requirements above the scope approved at Gate 1. During the construction stage the contingency should not be used for scope change / enhancement.

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- At mid-point of construction, say 60% through the construction schedule: The final out turn cost estimate at the time should be reviewed and compared to the risk register current at that time. If significant contingencies remain and they are not likely to be needed then an appropriate proportion should be released.
- At practical completion: Only contingency needed to deal with outstanding items not yet agreed should be retained. All other contingency should be released.

Early release of contingency enables the University to use the money to proceed with other projects that would otherwise be delayed or abandoned. Refer to Appendix B for the contingency process diagram.

Contingency release shall be undertaken as follows:

- The project team shall raise a change control notice that simply shows a budget cost reduction.
- The change control notice shall be reviewed and signed off by the relevant authorities required by the type, size and complexity of the project.
- Once the change control authorisation is approved, the finance team will adjust the
  project budget as for any other authorised budget change. The change control process
  is outlined within the "Estates and Campus Services Project and Programme
  Governance" paper (dated 23 May 2018).

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# Appendix A

**Gated Process** 

# **A1** Stage Gate Process

# Appendix B

Contingency Process Map

# **B1** Contingency Process Map

Prepared by Arup

Governance & Gateways

University of Leicester PMO

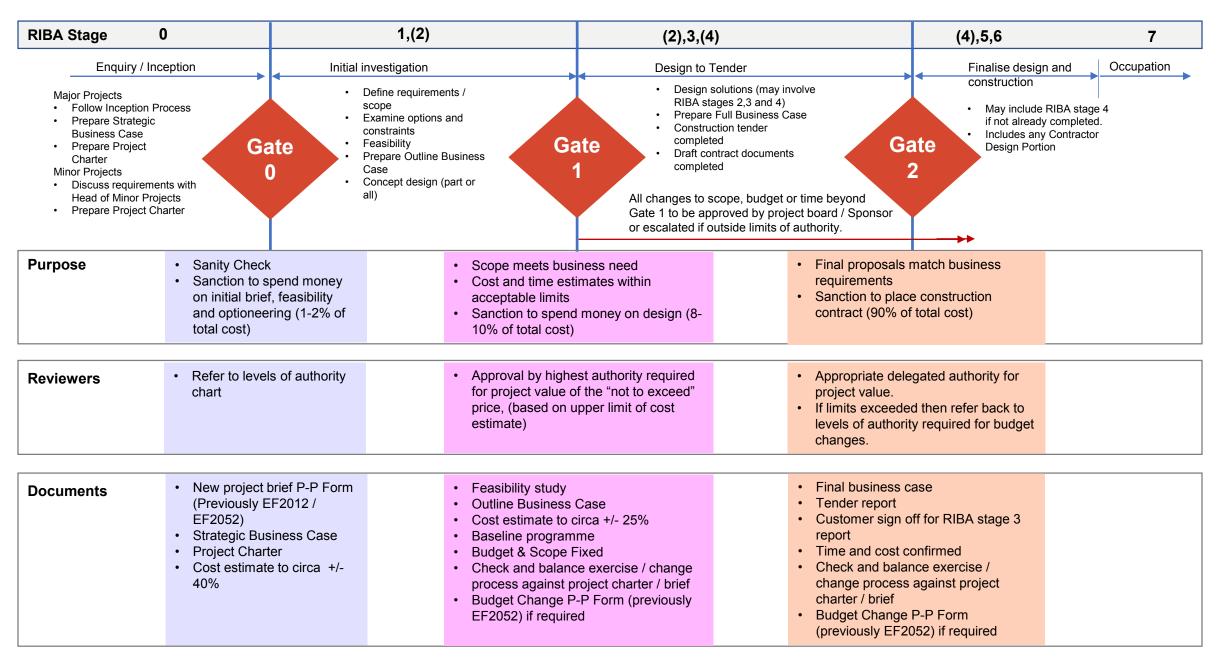
Job No. 260652-00

Author DWB/SY

26-Jul-18 Date:

04 Revision:

## **Stage Gate Process**



Notes: Business Case – covers all aspects of the college / school goals, benefits and costs Project Charter – covers the building elements needed to support the business case



Prepared by **Arup** 

University of Leicester PMO **Contingency Management** 

Job No.

Date:

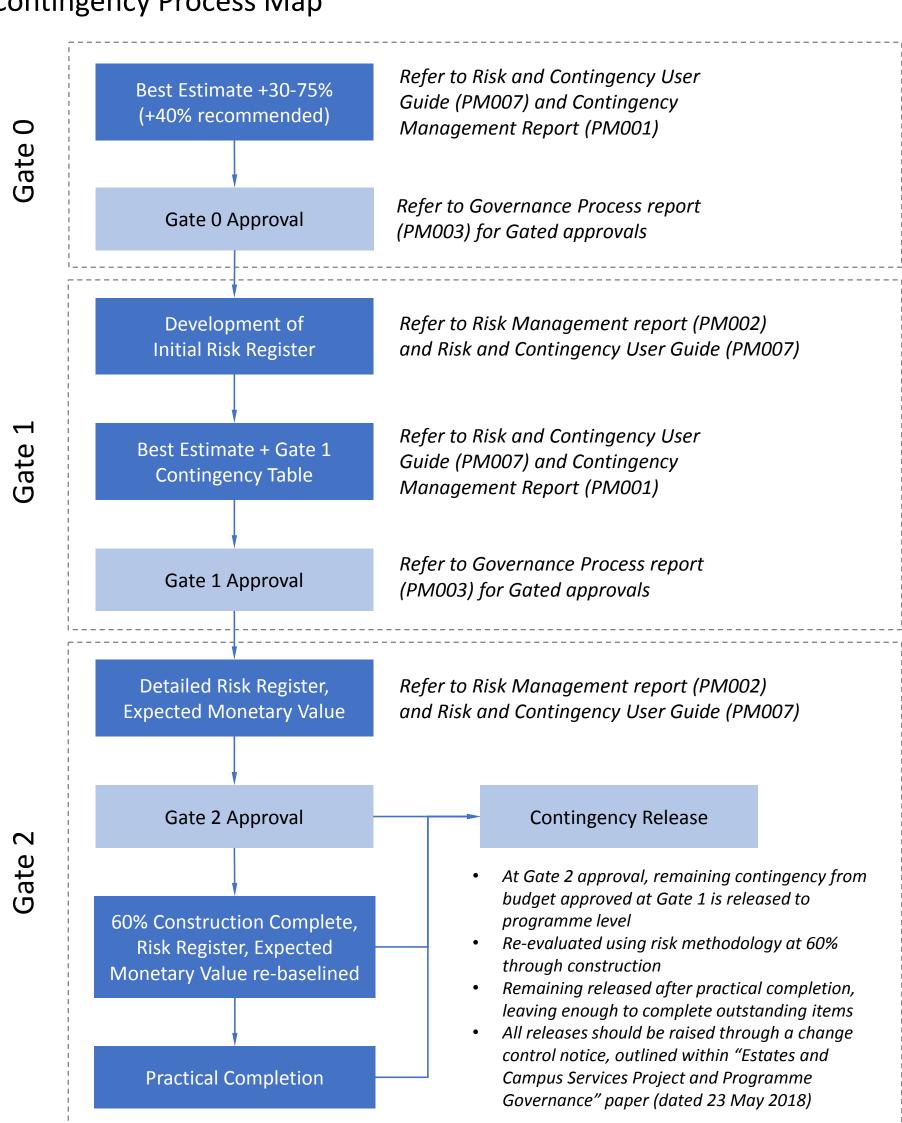
260652-00 SY

Author

18-Sep-18

Revision: 01

# **Contingency Process Map**





# Programme Management Office



# **PMO Operation**

# 8. Finance Tracker Overview

The Finance Tracker records key financial figures and milestones for all active projects, updated at the end of the first week every month by Finance and Project Managers / Quantity Surveyors.

Previously, a Financial summary report and an Estates ULT report was generated to update committees on the capital programme. Variations arose in the data presented as they were produced separately and updated at different points within the month. The development of the Finance Tracker negates this issue as all information is provided within a single report.

The PMO Manager must oversee this process to ensure information is correctly populated, which in turn will inform the PMO Dashboard. The Finance Tracker and User Guide is provided within this section.

# University of Leicester

# **Programme Management Office**

# Finance Tracker Processes

PM004

Issue 02 | 1 August 2018



This report takes into account the particular instructions and requirements of our client. It is not intended for and should not be relied upon by any third party and no responsibility is undertaken to any third party.

Job number 260652-00

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# **Appendices**

## Appendix A

Finance Tracker

## Appendix B

Options for Financial Reporting

## **Appendix C**

Previous Financial Reporting Process

## 1 Introduction

Arup have undertaken a review of the existing financial reporting at the University of Leicester, with the aim to develop a more efficient, consolidated report to be presented to University committees. This allows all financial and milestone information to be collated and held in a single place, overcoming any discrepancies between figures across multiple reports. Furthermore, only one report is required, resulting in a more efficient process.

This paper provides the process of gathering data, ownership and timescales of the reporting cycle.

# **2** Description and Sources of Information

The following items are reported within the Finance Tracker, which is initially updated by Finance and the Project Managers within the first week of the month, coordinated by the PMO Manager (see section 4). The tracker is within Appendix A. The sources of the data are within Table 1.

Item	Source	Description / Definition
Project Code	Finance Department  • SAP	The unique project code provided when input into SAP
Project Description	Finance Department  • SAP	Project Title. Should be consistent with the P-P Form (previously EF2012/EF2052 form)
Sponsor	Finance Department • P-P Form (previously EF2012/EF2052)	Sponsor should be stated within the P-P Form (previously EF2012/EF2052 form)
Estates Project Lead	Head of Major Project / Head of Minor Works / Director of Asset Management	Project Manager assigned by Heads of ECS. Project Manager to acknowledge.
Project Category	Head of Major Project / Head of Minor Works / Director of Asset Management	Defined by Heads of ECS. Categories include Majors, Minors, Space, Interiors, LTM, Compliance, Business Systems, Property
PM RAG Rating	Project Manager • Project Dashboard	Snapshot of the performance of the project in budget, programme, H&S. Red / Amber / Green status. See section 2.1
Total Authorised Budget	Finance Department • P-P Form (previously EF2052)	Information provided within the latest P-P Form (previously EF2052 form). Finance department to monitor.
SAP Cost to Date	Finance Department  Invoices logged in to SAP	Invoices received and logged by Finance into SAP.

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Item	Source	Description / Definition							
Certified to Date (gross)	Project Manager / Quantity Surveyor  Contract administrator's interim certificate	Costs of work that has been invoiced.							
Balance Remaining	Finance Department	Difference between Total Authorised Budget and SAP Cost to Date.							
Forecast Out-Turn	Quantity Surveyor / Project Manager	Based on the summation of the forecast cashflow at the time of reporting. Provided by the Quantity Surveyor / Project Manager. Direct input into Tracker.							
Gate Passed	Project Manager  Project Dashboard  Project Programme	Current approved gateway. Gate 0, 1, 2							
Project Status	Project Manager Project Dashboard Project Programme	Where the project is in the lifecycle.  RIBA 1 – 7.							
Planned / Unplanned Capital Plan	Head of Major Project / Head of Minor Works / Director of Asset Management	Reference as to whether the project was initial part of the planned / unplanned capital plan.							
Estimate at Gate 0	Finance	What the initial approved budget was at Gate 0 based on the P-P Form (previously EF2012 form).							
Funding Source	Head of Major Project / Head of Minor Works / Director of Asset Management	Where the project is funded should be outlined within the P-P Form (previously EF2012/EF2052 form). Either centrally, college, externally funded or a combination.							
Estimate at Gate 1	Finance	What the initial approved budget was at Gate 1 based on the P-P Form (previously EF2012 form).							
<ul> <li>Project Milestones</li> <li>Project Started</li> <li>Gate 0/1/2         Approval     </li> <li>RIBA Stage         1/2/3/4 Reports     </li> <li>Planning         Submission         /Approval     </li> <li>Tender Design         Milestones     </li> <li>Tender Milestones</li> </ul>	Project Manager  Project Dashboard  Project Programme	Milestone dates should be provided by the Project Managers, but also recorded within their Project Dashboard and programme.							
Signed Contract									

Item	Source	Description / Definition
<ul> <li>University Enabling Works</li> <li>Start on Site</li> <li>Practical Completion</li> <li>University Fit Out</li> <li>Occupation Date</li> </ul>		
Project Pre-Tender Estimate	Quantity Surveyor / Project Manager • Pre Tender Cost Report	Quantity Surveyor to provide within their pretender cost estimate report. Also recorded within the PM Project Dashboard.
Contract Sum (Net)	Quantity Surveyor / Project Manager  Contract	Quantity Surveyor to provide within their cost estimate report, when a Guaranteed Maximum Price is provided by the contractor. Also recorded within the PM Project Dashboard.
Change Orders Value	Quantity Surveyor / Project Manager  • Latest Cost Report	Change orders and Financial Claims should be provided within the latest cost reports by the Quantity Surveyor once on site.  Agreed changes have been instructed, anticipated changes are requested but not yet instructed.  Financial Claims is any additional compensation for the contractor where the University was/may be responsible. Agreed are claims which have been approved, pending are claims submitted by the contractor but not approved.
Certificate of Making Good Defects	Project Manager	Date when Certificate of Making Good Defects is issued.
Final Account Agreed (Date)	Quantity Surveyor / Project Manager • Final Cost Report	Date of the Final Account once the project has completed.
Forecast Cashflow	Quantity Surveyor / Project Manager  intion / Definition of information	A forecast monthly cashflow must be provided for each project based on approved invoices. This should include all expenditure including non-construction costs, including professional fees, equipment, migration costs etc. This will be on a separate tab to the main Finance Tracker.

Table 1: Source and Description / Definition of information in the Finance Tracker

# 2.1 PM RAG Ratings Definition

The Red / Amber / Green (RAG) status reported by PMs within the Finance Tracker (and Project Dashboards) should be defined as follows.

#### R Items in RED

- The requirements are either not in place or are in place, but the item poses an immediate risk to the successful completion of the project.
- Finance = <10% over budget estimate.
- Programme = delay that impacts/defers occupation of the asset, forcing 3rd party impact/input.
- H&S = Significant risk to project team and/or occupants.

#### A Items in AMBER

- The requirements are not in place and still require completing or are in place but there is risk to the project surrounding the item.
- Finance = >5% over budget estimate.
- Programme = delay that has the potential to delay task/activity however NOT operation and use of the asset.
- H&S = issue that has been recognised but is a manageable risk.

#### **G** Items in GREEN

- The requirements are in place and currently there is no risk to the project.
- Finance = within budget and contingency threshold.
- Programme = on programme to deliver asset by prescribed deadline.
- H&S = No Issues.

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## **3** Financial Forecast

The Finance Tracker must record financial forecasts for all projects within the "Forecast" tab, on a monthly certified invoices basis and on an accruals and invoice basis only at the end of the financial year (recorded in the "Year End Accruals" column). A paper was developed outlining the options of forecasting / tracking finances in Appendix B (i.e. cashflow, invoice or committed/accruals basis).

#### 3.1 Process

Actions are undertaken by the following members when updating forecast costs.

## 3.1.1 Setting a Baseline Forecast

This is only undertaken once at the start of the financial year, starting every August. Once the baseline forecast is set, it will remain unchanged for the entire year and actuals recorded against it.

- 1. **PMO Manager:** Coordinate with finance for new projects to be included (insert rows for new project) within the year. This should be ordered in "Total Authorised Budget" value. The "Project Category" should also be defined to allow finance summaries to be collated / reported at Programme level.
- 2. **Project Manager:** Forecast Approved Invoices (Figure 1) must be input for all their projects, broken down monthly within the year and future years if applicable (i.e. project expected to continue beyond the current year).
- 3. **PMO Manager:** Collate the baseline of forecast projects by category, in the table "Baseline Forecast (Approved Invoices)" at the bottom of the spreadsheet (Figure 2, Baseline Forecast table). This should be fixed at the start of the financial year in August, by pasting figures as values in the table.

						Financia	l Year 2018/1	19 - Forecast	/ Actual (App	proved Invoice	es)				
Project Code	Project Description	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Year 18/19	Forecast Spend TD
	Source <sup>1</sup>	PM ·	PM ×	PM ×	PM ×	PM ×	PM 🔻	PM ×	PM ×	PM ×	PM ×	PM 🔻	PM ×		
Projects > £5m															
ED160004	Attenborough Tower Refurbishment													0	118,135
ED160006	MSB Phase 1 Refurbishment													0	98,934
ED160005	Charles Wilson Building Student Svs	269,055	269,055	269,055	269,055	269,055	269,055	269,055	269,055	269,055	269,055	269,055	269,055	3,228,655	3,336,505
EC170006	Multi-Disciplinary Laboratory	236,555	236,555	236,555	236,555	236,555	236,555	236,555	236,555	236,555	236,555	236,555	236,555	2,838,665	2,917,420
EC170002	Teaching and Learning Centre	1,439,679	1,439,679	1,439,679	1,439,679	1,439,679	1,439,679	1,439,679	1,439,679	1,439,679	1,439,679	1,439,679	1,439,679	17,276,148	19,004,459
EC170000	Percy Gee East Wing Development	1,176,657	834,713	809,526	1,280,309	1,912,023	1,560,931	1,060,003	1,024,627	950,281	1,494,297	1,517,979	2,131,426	15,752,772	18,975,414
EC160000	Space Park	97,000	96,000	96,000	97,000	97,000	93,000	270,000	700,000	975,000	1,200,000	1,400,000	1,525,000	6,646,000	7,461,604
EC170001	Brookfield House Refurb Business School	2,255,186	1,314,736	1,372,936	1,327,345	1,372,936	1,140,136	1,509,136	1,714,858				10,925	12,018,196	15,644,058
ED160003	Public Realm Works - Car Park	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	5,760,000	6,010,000
New2	Radiology Labs and Additional Prep Room													0	0
New4	Priority Capital Projects (including Research Institutes)													0	0
Not Estates1	IT Infrastructure (Equipment)	166,667	166,667	166,666	166,667	166,667	166,666	166,667	166,667	166,666	166,667	166,667	166,666	2,000,000	4,000,000

Figure 1: Extract of Table to input Forecast Approved Invoices per project

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			Financi	al Year 201	7 - 2018 - S	ummary (A	pproved In	voices) and	future Fo	recast		
	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18
Capital	-	3,338,412	2,146,874	857,960	2,102,957	1,406,196	1,435,896	363,198	1,194,575	1,579,541	3,106,208	8,881,553
LTMM	-	21,433	34,526	52,374	53,093	143,004	324,550	83,495	92,394	97,489	217,321	501,698
Campus Services 17-18	-	98,734	237,295	101,635	34,999	60,541	182,778	48,355	111,071	- 20,610	83,276	124,494
Minor Works	-	29,563	80	9,197	49,925	40,149	14,004	5,517	19,285	66,046	-	-
Ext Funded Cash flow 17-18	167,093	- 107,096	68,770	29,572	14,690	21,215	3,865	14,142	- 181,005	134,520	-	186,670
Total Monthly	167,093	3,381,047	2,487,544	1,050,739	2,255,664	1,671,106	1,961,093	514,707	1,236,319	1,856,985	3,406,805	9,694,415
Cumulative	167092.64	3,548,139	6,035,683	7,086,422	9,342,086	11,013,192	12,974,285	13,488,992	14,725,311	16,582,297	19,989,102	29,683,517
								es); (Fixed				
	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18
Capital			1,921,710	2,602,576	2,788,093	2,679,401	1,724,691	2,461,912	2,359,562	2,890,389	3,041,208	8,815,553
LTMM			394,700	313,488	5,488	55,488	10,488	22,488	122,151	42,988	453,488	139,374
Campus Services 17-18			9,100	10,536	39,700	39,000	50,000	20,500	75,000	15,000	10,000	10,000
Minor Works			16,000	8,950	34,500	12,800	8,000		20,000	120,000	150,000	80,000
Ext Funded Cash flow 17-18		1,349,788						21,235				21,235
Total Baseline		1,349,788	2,341,510	2,935,550	2,867,781	2,786,689	1,793,179	2,526,135	2,576,713	3,068,377	3,654,696	9,066,162
Cumulative	0	1,349,788	3,691,298	6,626,848	9,494,629	12,281,318	14,074,497	16,600,632	19,177,345	22,245,722	25,900,418	34,966,580

Figure 2: (top to bottom) Summary Finance and Baseline Forecast Table

### 3.1.2 Monthly Reporting

The following process is undertaken within in the first week of the month.

- 1. **PMO Manager**: Coordinate with finance for new projects to be included (insert rows for new project) within the spreadsheet (Figure 3). This should be ordered in "Total Authorised Budget" value. The "Project Category" should also be defined to allow finance summaries to be collated / reported at Programme level.
- 2. **Project Manager**: Forecast Invoices Approved must be recorded for the previous month. Cell highlighted to show month the which has been reported against overwriting the forecast figure (Figure 3).
- 3. **Project Manager**: The forecast approved invoices for future months (within the financial year, Figure 3) and future financial years (Figure 2) are updated. Where there are variances in forecast out-turn costs against the budget, commentary must be provided on the "Master Tracker" tab as to reasons for the change. Note, the Baseline Forecast Table (Figure 2) is fixed and should not be updated unless at the start of the financial year in August.
- 4. **PMO Manager**: The forecast cashflows are summarised by project category (Figure 2, Summary Finance table) and incorporated within the Programme Dashboard.

						Financ	ial Year 20	17/18 - Fore	cast / Actu	al (Approve	d Invoices	)			
Project Code	Project Description	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Year 17/18	Forecast Spend TD
	Source <sup>1</sup>	PM ·	PM 💌	PM -	PM -	PM -	PM ×	PM ×	PM .	PM 💌	PM -	PM -	PM -		
Projects > £5m															
ED160004	Attenborough Tower Refurbishment		0	0	0	0	0	0	19,214	-8,794	18,400			28,819	118,135
ED160006	MSB Phase 1 Refurbishment		0	0	0	0	0	0	16,282	-7,329	15,686			24,640	98,934
ED160005	Charles Wilson Building Student Svs		0	0	0	0	0	0	14,817	-6,596	14,329			22,550	107,850
EC170006	Multi-Disciplinary Laboratory		0	0	0	0	0	0	11,726	-5,863	12,972			18,835	78,755
EC170002	Teaching and Learning Centre		0	61,488	0	129,708	161,220	88,296	89,902	-20,478	69,598	133,655	374,712	1,088,101	1,728,311
EC170000	Percy Gee East Wing Development		37,299	118,919	7,494	37,272	75,987	146,228	229,884	144,903	233,048	527,639	829,694	2,388,366	3,222,642
EC160000	Space Park		2,400	2,692	1	2,902	-481,538	112,904	81,227	1,200	52,598	75,000	75,000	-75,614	815,604
EC170001	Brookfield House Refurb Business School		74,966	298,698	228,006	209,964	105,143	102,780	222,168	56,665	232,862	627,375	786,728	2,945,354	3,625,862
ED160003	Public Realm Works - Car Park		0	0	0	0	0	0	11,007	-664	5,823	153,948	79,885	250,000	250,000
New2	Radiology Labs and Additional Prep Room													0	
New4	Priority Capital Projects (including Research Institutes)											0	0	0	
Not Estates1	IT Infrastructure (Equipment)												2,000,000	2,000,000	2,000,000

Figure 3: Extract of Table to input Actual Approved Invoices per project, highlighted.

# 4 Reporting Cycle

The finance tracker will be completed by the end of the second week of every month. The reporting calendar is outlined in Figure 4. If the month starts in the middle of the week, shift process to suit, allocating the same number of days as outlined within the calendar. Note, for reference the previous Financial Reporting Process is within Appendix A. The actions undertaken within the reporting cycle are detailed in the following section.

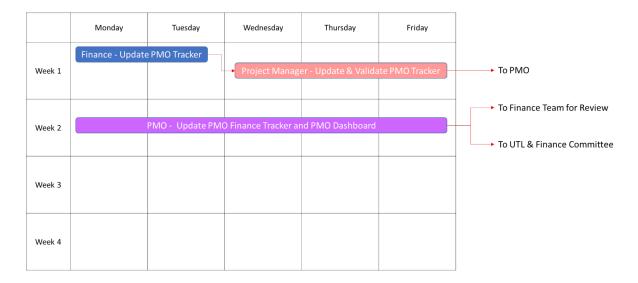


Figure 4: PMO Monthly Process

# 4.1 Week 1 – First Week

Owner	Activity
Finance	Update PMO Finance Tracker with following information
	• Add New Projects - As identified within the P-P Form (previously EF2012/EF2052 form), assigning a project code. It is the Project Manager's responsibility that the completed form reaches Finance.
	<ul> <li>Total Authorised Project Budget - As identified on the PM Dashboard and P-P Form (previously EF2012/EF2052 form) (Gross inc VAT). It is the Project Manager's responsibility that the completed form reaches Finance. If the project is new, the "Budget at Gate 0" should be populated.</li> </ul>
	SAP Cost to date (Gross inc VAT).
	<ul> <li>Updates are provided to the PMO Manager through a 1:1 catch up meeting, outlining changes made in the middle of the first week.</li> </ul>
Project	Update the PMO Finance Tracker with the following information
Managers	<ul> <li>Confirm projects assigned to their name, or the current assigned Project Manager inform their respective Estates Department Head (i.e. Major, Minor, Maintenance) for it to be reallocated.</li> </ul>
	Update the Certified Invoices to Date of Report (Gross inc VAT).
	<ul> <li>Forecast out turn cost (Gross inc VAT).</li> </ul>
	• RAG Status (as outlined in section 2.1).
	<ul> <li>Milestone and financial information (as outlined in section 2).</li> </ul>
	<ul> <li>Forecast and actual cashflow (based on certified invoices inc VAT) within the "Forecast" tab in the finance tracker. Note, the month of July should be reported on both an invoice and an accruals basis (details are outlined in section 3).</li> </ul>
	Updates are provided to the PMO Manager through a 1:1 catch up meeting, outlining changes made at the end of the first week.
PMO	Coordinate the PMO Finance Tracker Process
Manager	• Any updates provided to the Finance Tracker (from Finance and Project Managers) should be done through the PMO Manager. This ensures the master copy is protected and there is confidence of the data reported. This can be done in multiple ways to suit the individual PMO Manager; such as sending the Finance Tracker template to the Project Manager with filtered projects. Updates can be discussed within the 1:1 catch up meetings a few days later.

# 4.2 PMO Manager –Week 2 – Second Week

Owner	Activity
PMO Manager	Review PMO Finance Tracker / Project Dashboards and update PMO Dashboard
	• Identify and track missing data from PMs and Finance within the Finance Tracker, including the forecast financials within the 1:1 catch up meetings.
	<ul> <li>Review Project Dashboards and liaise with PMs to compile for an overall programme summary, identifying key decisions, issues, programme/project risks, milestones to populate the PMO Dashboard. Please see the PMO User Guide (PM006) for further details.</li> </ul>

# **5** Continuous Improvement

This process should be reviewed initially every quarter to identify any opportunities / issues to improve the way information is captured / reported and data which could be removed (not adding value) / presented once running.

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# **Appendix A**

Finance Tracker

University of Leicester Programme Management Office Finance Tracker Processes

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# Appendix B

Options for Financial Reporting

University of Leicester

Programme Management Office
Finance Tracker Processes

# B1 Extract: Options for Financial Reporting (Dated 9 May 2018)

Reporting Basis	Description	What PM Does	What Finance Does	Non Construction Budgets	Considerations
Actual Cash In / Out	Expenditure up to the reporting date is based on cash transactions that have actually occurred by that date.  All other expenditure is included in the forecasts for future periods.	Receive cash (SAP) information from Finance. Understand what costs have not yet been paid. Prepare forecasts for future months.  See note 1, 2	Populate the finance tracker with current cash expenditure from SAP.  Receive future forecasts from PM.  See note 2	The PM needs to understand these costs and allow for them in the future expenditure forecasts.  This data will need to be provided to external PMs either by Finance or the internal PM	External PMs do not have access to SAP to interrogate what has or has not yet been paid.  See note 2
Approved Invoices	Expenditure up to the reporting date includes actual cash transactions plus any invoices that have been certified but not yet paid by finance.  Forecasts for future expenditure must exclude the unpaid but certified invoices.	Ignores cash data and prepares forecasts of future expenditure based on invoices certified.  PM will need to obtain data about invoices certified by user departments.	Make necessary allowances / adjustments for invoices that have been certified but not yet paid out.  Finance will have received the certified invoices for payment so it will have all the data required.	Same as for cash reporting with appropriate adjustments for reporting method.	Same as for Cash Reporting plus: There will be differing data sets so potential for reporting errors to creep in.
Committed Costs	Same basis as for Approved invoices but additional allowances for work done or paid for by suppliers where they have not yet raised an invoice.  Forecasts for future costs need to be adjusted to take account of the accruals allowed for.	As for Approved Invoices Reporting plus: Prepare an estimate of costs incurred up to the reporting date but which have not yet been invoiced by the suppliers. This estimate needs to include for costs incurred by user departments.	Receive information from PMs about costs incurred but not yet covered by invoices and include these costs in reports for the current month.	Same as for cash reporting with appropriate adjustments for reporting method.	Same as Approved Invoices Reporting.

Note 24th May 2018: Estates & Campus Services and Finance decision to track both "Actual Cash In / Out" and "Approved Invoices" monthly. Forecast finances will be tracked on "Approved Invoices".

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University of Leicester

Programme Management Office
Finance Tracker Processes

#### Notes

1. In order to prepare expenditure forecasts the PM needs to properly understand what costs have been incurred but are not yet allowed for in SAP. This includes both construction related costs and user department related costs. Ideally the PM should look at SAP records and know what costs have not yet been paid.

- 2. A record of which invoices have been certified for payment but not yet paid / recorded in SAP needs to be kept in order to accurately prepare forecast future expenditures. This record could be kept by Finance or the PM. However the PM will not necessarily be aware of invoices for specialist equipment procured and certified by the user departments and external PMs have no access to SAP. Therefore it would be better for Finance to be responsible for keeping this.
- 3. All these options have the same potential for accuracy (or inaccuracy) of final out-turn cost forecast at any month. What differs is the amount recorded as "spent" and the amounts for forecast future expenditure. The final project forecast cost should be the same whichever option is chosen.

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# **Appendix C**

Previous Financial Reporting Process

University of Leicester

Programme Management Office
Finance Tracker Processes



University of Leicester PMO Financial Reporting Calendar

 Job No.
 260652-00

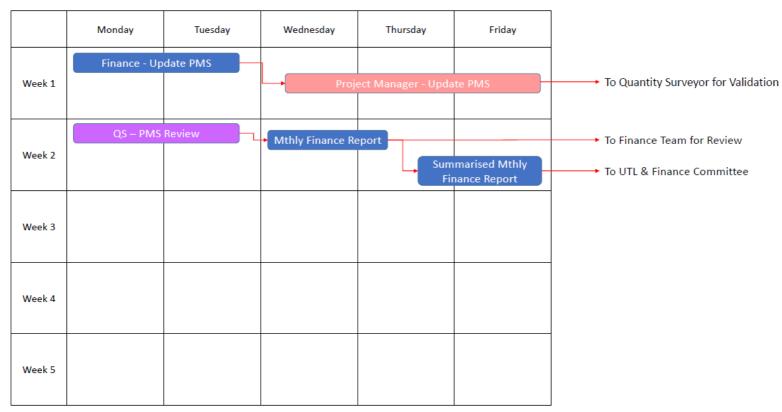
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 Date:
 13-June-18

 Revision:
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#### Financial Reporting – Existing Monthly Process

This process is not used under the PMO



Note: This process diagram is based on discussions and observations made during the group interviews (22<sup>rd</sup> / 26<sup>th</sup> March 2018) and separate conversations with members of the Estates Project and Finance teams.

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University of Leicester

Programme Management Office
Finance Tracker Processes



University of Leicester PMO Financial Reporting Calendar

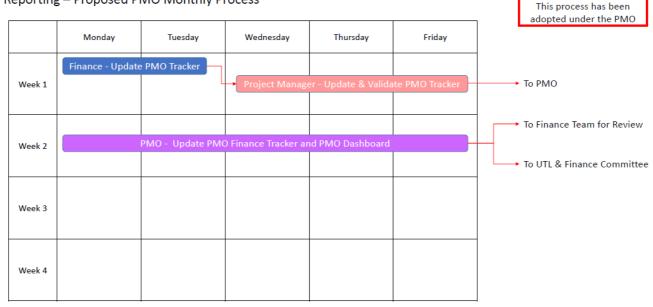
 Job No.
 260652-00

 Author
 SY

 Date:
 13-June-18

 Revision:
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#### Financial Reporting - Proposed PMO Monthly Process



#### Week 1 - First Week

#### Finance - Update PMO tracker with following information

- Total Authorised Project Budget As identified on the PM Dashboard and EF2052 form (Gross inc VAT)
- SAP Cost to date (Gross inc VAT)
- · New projects, assigning a project code

#### Project Manager - Update the PMO Tracker with the following information

- · Confirm projects assigned to their name
- · Certified to Date of Report (Gross inc VAT)
- · Forecast cashflow (based on certified invoices inc VAT)
- RAG Status
- · Milestone and financial information
- Comments

#### Week 2 - Second Week

#### PMO - Update PMO Finance Tracker and Dashboard

- · Identify and track missing data from PMs and Finance
- Review commentary, and liaise with PMs identifying key issues, decisions, risks
- · Finalise summary report for Finance Committee / UTL
- · Incorporate financial and milestone information
- Review Project Dashboards and compile for an overall programme summary, including key decisions, issues and campus disruptions
- · Collate risks from Project Risk Registers
- · Collate H&S data from contractor reports

PM004 | Issue 02 | 1 August 2018

UNIVERSITY OF LEICESTER

University of Leicester Caoital Projects Finance Tracker

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Project Code	Project Description				PM RAS Rating	Total	SAP Cost to Cost	tified to Balance	Forecast Out	Project Planne	d/ Project Gate 5 Estimate at Fu	ding RBAStage 1	Report Gate 1 Estimat	RIBA Stage 2 Repo	ort RBAStage 3 Repor	t Planning Submission I	Sanning Approval RIBA Stage 6	Report Project Pre-	- Tender Period	Gare 2 Stoned	Contract from University E	ubling Works Sta	Practical C	sepistion Universi	ity Fit Out	Occupation Data	Charge Criteria Val affecting Custract S	Financial Claim	Continue of Making Final Acce	ost Comments
Project Code		Spansor	Extense Project La	and Project Category	Timeline Budget H	Authorised Budget	Date Date /	(grees) Remaining	Ture Gate Pass	and Status Displace Project	d / Project date t Estimate at Su Stated Approval date t Su Suntan PM Finance	Planned Fr	recast/ Approval Gate Actual	1 Planned Femora Attack	MI Planned Forecas Actual	1/ Panned Forecast/ P	anned Forecast/ Planned Fo	recast/ Satinate Actual	Tender Tender Analysis G Issue Return Committe	MP Date Approval Contract	(Net) Start	Complete S	Planned	Forecast / Start Actual	Complete Ass	scipated Actual	Agreed Auticip	met" Agreed Pens	ing Good Agreed (Dar	Comments
	Source*	Pir	Sittates Owner	Estates Owner	PM PM F	M Finance	Finance PM	#/QS Finance	PM/QS PM	PM Sittates O	tuner Planter PM Finance	M PM	PM PM PM	PM PM	PM PM	PM PM	PM PM PM	PM PM/QS	PM PM PM	PM PM PM/QS	PM/QS PM	PM I	M PM	PM PM	PM	PM PM	PM/QS PM/	28 PM/QS PM/	26 PM PM	PM
Projects > £5m	Attenboroush Tower Refurbishment		John Pointon				204 6178.125	1	655.015.204 Gate 0	A Stronger		1	19-44-01	79-20-22	12-34-22		Fe0-23 16-Fe0-23 11-an-23						er-23 09-0s/24			3426 3426				NPS, 03.07.18 - P records outlant cost to be \$55,000,000
	Atlantiology Tower Returbativest Milit Phase 1 Refurbishment	THC	John Poisson	Majors Majors	Find Green		222 698,824		8 850,791,332 Gate 0	0 : Stormgic Definition 0 : Stormgic Definition 0 : Stormgic Definition	19-38-21 26-90-25	19-361-22			4000-04								gr-23 09-00324 ig-22 28-Feb-24			20-24 20-24 20-24 20-24				NPS, 08.07.18 - JP reports outlain cost to be £55,000,000  NPS, 08.07.18 - JP reports outlain cost to be £51,000,000
E0160005 Ch	Charles Wilson Building Student Sivs	TRC Henrietta O'Connor	Steve Allocat	Majors			292 6127,650		663,349,393 Gate 0	1 Stategic Defeators	17-02-18		17-00-18	17-Apr-19	17-Nov-21 09-Out-19	27	May-20 27-May-21 08-Apr-20						34-20 19-Jan-22			34-23 34-23				NPS, 08.07.18 - JP reports outturn cost to be 845,000,000
	Multi-Disciplinary Laboratory	Paul Monks		Majors	Green Green	£38,100,0	200 676,755	638,021,2	5 £38,100,000 Gate 0	d : Stranegic Definition	04-Jun-19			56-Dac-18	Jun 20	54	Jan-21 25-Nov-20						pr-21 01-Feb-23			34-23				NPE, 08.07.18 - JP reports outsom cost to be £38.1m
					Red Green																									Densition due to start Summer 2018; the construction programme is how
EC170002 Te	Teaching and Learning Centre	Caroline Taylor	Stuart Total	Majors	Red Green	830,300,0	000 £1,230,822	629,069,01	629,638,267 Gate 1	2 : Design	04-Apr-17						Apr 18 08-Mar 18		760 06-Nov-17 08-Jan-18 14-May-18 2	May-18 15-3-0-18						34-20				Denotition due to start Summer 2016; the construction programme is how dependent on the vider Freemen's Common scheme. The budget is under greature however a final cost has yet to be agreed. Value Singmeering bat to the budget is ongoing.
EC170000 Pe	Pency Gee East Wing Development	Jon Sourt	lan Carey	Majors	Red Arber	821,190,0	000 82,404,891	810,780,1	621,235,680 Gars 2	5 : Construction		07-Nov-16 0	580-56 26-38-16	30-Dec-16 30-Dec	116 26-Apr-17 26-Apr-1	7 01-Sep-17 01-Sep-17 10	an-18 15-3n-18 09-10v-17 0	Hou-17	17-021-17 15-040-17 26-341-18 2	Nan-18 13-Feb-18 01-884-18	£13,180,490 01-Jan-18	01-Mar-18 05-1	M-18 29-Aug-19	29-Aug-19	29-Aug-19 E	360-19				NESC INSING THE A CONTRACT COMPRESS OF THE PROPERTY CONTRACT OF THE PARTY OF THE PA
																														University finance committee (281118) has now approved an overall budge from LEP (281118) and selection from the first finance of the f
EC160000 Sp.	Space Park	tan Gilbespie	horse flanks	Majora	Green Green	F20,400.0	000 6663,696	C14 214 1	620,299,999	3 : Developed Design			17.88s-17 £30.400	100 Fr.Sec.17 Fr.Sec.	17 Th 1618 Ticken	9 76 5679 37, 5679 75	Oct 18 02-Nov-18 19-Oct 18		29-Oct-18 21-Dec-18 01-Feb-19 0	AND 21 (1540) 19	NA.	NA 194	w.19 #3-1400			1Aug-20				Park, Lectador. A revised cantition is currently being established and will updated need month.  Announced new provision for community to DRAR 1 and common experiences.
										Design																				submission. Site constraints with LCC have now been agreed and progress continues.
	Brookfeld House Refurb Business School	Zoe Radnor		Majors	Red Green		000 82,344,141		£15,799,999	3 : Developed Design		17-Jan-17 1	-Jan-17	20 May 17 20 May	17 May 17 May 11	29-Sep-17 29-Sep-17 11	dan-18 11-Jan-18 18-Dec-17	Dec-17 £9,004,3	339 08-Jan-18 15-Mar-18 28-Mar-18 2	Mar-18 28-Mar-18 01-Jun-18	89,663,417 29-341-18	17-04-18 67-1	ay-18 29-Mar-19	05-Apr-19 12-Apr-19	12-Apr-19 A	Npr-18				(NPS, 06/27.18) - PM reports outburn cost to be \$15.8m.
	Public Realm Works - Car Park Radiology Labs and Additional Prep Room	TRC	John Pointon	Majors	Green Green	£12,000,0	000 616,167		£11,899,999 Gate 0	8 : Strategic Particition																34-20 lan-25				NPS, 08.07.18 - JP reports outsirn cost to be £12,000,000
	adology Labs and Additional Prep Room			Majors	Ander Green				60																					
News Po	Hisrity Capital Projects (including Research Institutes)			Majors	Arther Green	£10,000,0	000 60	£11,000,00	80																1	ands				
Not Estates 1 If I	If infastructure (Equipment)			Majors	Arther Green	£10,000,0	000 60		1 610,000,000																	an-dd				
	Space Park Phase 2					£10,000,0			£10,000,000 Gara 0																					NPS, 08.05 18 - PM has no knowledge of the project?
	Space Park Phase 2 Public Realm - University Road		John Pointon	Majors Majors	Anther Green	£10,000,0			27,999,999 Gate 0	A Statute				01-340-18	Feb-19				01-Mar-19 0	1 Apr 19			un-19 01-Nov-23			34-22				NPS, 08.05.18 - PM has no knowledge of the project!  NPS, 08.07.18 - 3P reports output cost to be 88,000,000
EDYTROOD PU NOTESTANDO PR	Public Reatn - University Road Research Infrastructure (Equipment)	Andrew Smith (SCC)	James Peaks	Majora	Ander Green	£7,500,0	000 £87,310 000 £0		67,699,999 Gate 0	8 : Strategic Definition		Apr-18	_	01-341-18	Feb-19				01-880-19 0	Aprilla		01-	un-19 01-Nov-20			34-02 3e-02				NPS, 08.07.18 - 3P reports outsum cost to be \$8,000,000
Not Estates S Re	Assessor Equipment Additions (not IT's or RF)			Majors	Anger Green	86294.7	76 60	66,764,7	66294276																	an-00				
Projects E1m - E5m							1,																							
	Charmeod Campus R&D incubator Freemens Common Social Space	tan Gillespie Martin Riddleston	San Carey	Majors Majors	Green Green	84,630,0	000 6172,472	64,467,62	Garage State 1		63-Gua-17	08-Dec-17 0	-Dec-17	11-May-18	16-Nov-18	02-Nov-18 04	Jan-19		14-Dec-18 25-Jan-18 08-Feb-19	01-60x-19 5-3x-18		184	u-19 30-Aug-19 10-19		- '	Nog 19				NPE, 07.06.16 - PM reports unchanged outsure cost and spend profile NPE, 07.06.16 - John P reports cashfow forecast to be consistent with A
	Freemens Common Social Space Freemens Cottages Refurbishment	Martin Riddleston Martin Riddleston		Majors	Ford Green Green Green	£3,000,0	000 £4,666 000 £4,666		\$2,899,999 Gate 0 \$2,899,999 Gate 0			00-Apr-17								6-as-18			0-20							NPS, 07 08 18 - John P reports contribut toward to be consistent with A
	General Equipment Additions (not ITS or REF)	_ an researchion			Antier Green	62,500,0			12,990,999 Galla G													10-9			<u> </u>	ands				
	Cornectic water system improvements		James Geddes		ced Green		000 81,979,601		62,121,797	S: Construction																24-17				PM on annual leave. Outurn cost assumed to be consistent with May 20 INSC 746-77 NR.
New Mi	Milit Dissection Suite Refurb				Ander Green	62,100,0	000 60	62,100,00	80																	3416				
	Bennett Building lecture theatres lower	Caroline Taylor	Mart Fliet	Majors	Ancer Green Green Rad	61,400,0		61,325,3	E1,699,654 Gara 1	3 : Developed Feature				02-107-18	Aprill April	NA NA	NA NA May-18	May-18 £1,600,0	000 14-6by-18 01-Jun-18 15-Jun-18		N/A	NA 10-	un-19 20-Sep-19	10-341-19		lap 19				APIG, 06.07.18 - PM reports outstarn cost remains approx if 1.6m. Atthough the project is within budger, the contingency at this stage is no fully expended the level of financial risk associated at this point is time. U
EC170003 IN	Innovation Hub (LIM)	Anjus Teverdi	Stuar Total	Majors	Arther Arther	61,026,0	293,888	6792,11	61,020,020	4 : Technical Design										10-556-10 10-556-10	6500,170	261	W-18 20-Jul-18	29-34-18 26-98-18		iap18 Sap18				with a property of the within budger, the contingency at this stage is no fully expended the level of financial risk associated at this point is leve. It is no with the contractual programme remains at risk but a process
Projects £500k - £1m.							_			-																	_			nearing at this sector is feasible.
	RecSill Resonalisation of Water Services	THC	Ged McCrea	LTM	Green Green	6900,0	100 695,290	68947	8997,374	7: In Use																20017				NPS 06.07.18 - cashfow-forecast assumed to be consistent with May 20
EM180015 At	Att. Tower Paternoster Regiscement	Rum Daly	Mike Smith	LTM LTM	Green Arroer Arroer Green	6964,6	000 695,280 832 678,754	6795,00	2 6997,374 6974,763 Guru 2	7: In Like 5: Charmotics																				NPS 08.07.18 - cantion forecast assumed to be consistent with May 201 PM reports project now being managed by Chris Smith. Scope of work encounters.
Not Estates 3 AG	ASDSC (Squipment)				Ander Green	6771,0	000 60	6772,00	8770,000																1	an-dd				
	Henry Welcome Kriss G3	John Schwabe		Majors	Green Green		8793,751		2750,000 Gate 2	6: Handover & Close Out 5: Construction 5: Francounties 6: Handover & Close Out		05-Jun-17					an-18 0x3-17		01-dep-17 18-dep-17 18-dep-17 1					12-380-18 18-090-17						(NPS, 07.08.18) - Philisports budget increased to £78th to cover cost of additional work.  Costs have increased following tende returns (now include sales funded.)
E0180005 0V EM180006 No	DWL Silent & Collab Learning Space	Caroline Taylor	Mart Flint Luke Gisborne	Majors	Grees Green Anther Green	£700,0	000 £32,637 000 £59,466	£967,30		Encountries S				23-101-18	Apr-18	NA NA	NA NA May-18	6760,0	000 25-May-18 13-Jun-18 22-Jun-18 2	Name of the second	£350,000 N/A	NA 16-	un-18 21-Sep-18 21-Jul-18	24-Sep-18 21-Jul-18	05-00-18 5					worker.
EM170009 As	Non-Hondertal CIX Bartis Guiding named Archaeology Remoding works		Mart First		Anner Green	6594.2	242 6485,734	£108.60	E 666,733	6 : Handover &										12011			31-32-18	21-32-18	31	24-17				Works Now Complete -end of defects Section Ber 2018
ED180006 Ge	George Poter Lecture Theatre Refusions	Carsine Taylor	Matt Flint	Majors	Green Green	6845,8	101 624,699	6917,21	2 200,000 Gate 1	S: Construction				10-Feb-18	Apr-18 Apr-18	NA NA	NA NA May-18	May-18 £842,0	000 27-68y-18 08-au-18 15-au-18 1	i dan 18	6509,388 NA	NA CO	A4-18 31-Aug-18	27-Aug-18	07-Sep-18 S	lap 18				Budget increased from £23,000 to £811,699 (NPE, 06.07.18)
EMPROOF AS	Adrian Building Fire Alarm Replacement	Miranda Johnson	Sr Bruisnte	Majors	Green Green	F 500 S	500 692,230	6415.0	1 6250,229 Gate 2											73.400.50		as.	W18 12-W18							Engineer's instructions received during June and early July 2018. Outsum frommer to rise (MRC Int INT 18)
ER170034 Re	Residences Projects Reqd D&K Survey		Luka Gisborne		Green Green	£500,0	000 60	£500,00	1 60																					
E0180002 Au	Authory Clarke Decard Works	Sarah Peacook	Mart Fliet	Space Space	Green Green		8142,222		£697,221 Gate 2	S: Financian												26	pr-18 21-Aug-18		,	Nog-18				NPS, 07.06.16 - PM reports outsurn cost forecast to be c. £500x
EC180000 En	Snabling Works Decart Project CCTV Compliance Works - Susiness Systems	Sarah Peacook	Sarah Peacook Andrew Sahasan	Space	Green Green	6500,0	000 £46,399	6463,60	£99,844 £49,268																	24-17				MPE, 07.06.16 - PM reports outsire cost forecast to be c. 8500x MPE, 06.07.16 - Ne yearter received and PM note of time. Cashiflow forecast MPE, 06.07.16 - culture cast assumed to be consistent with PME original forecast.
Projects < £500k	C19 Companies House Language Species		Automagn		CHET CHET	1000	1 120,000																			2017				Sources
ED180004 DV	DWL & Full Office Decards	Sarah Peacook	Mart Flire	Space LTM	Green Green	6468,0	000 £124,647	6343,00	2 8834,947 N/A 8456,338 Gate 1	6 : Handover & Close Cut																2418				NPS, 08.07.18 - LG reports scope of work reducing
	R22 Replacement (Phase 2)	Richard Thomas	Mike Smith	LTM	Green Green	6454,6	E79 £1,662	6463,0	Gate 220 Gura 1	3 : Developed Peason																				NPS, 07-08-18 - PM reports work to be carried out during FY18/19
	Additional Campus Accommodation  Cantae for Medicine -Interpretive Design		del france		Green Green	6491,0	285 £0 648 £128,329	6461,04	60 1 6001,000																					NPS, 08.05 16 - Outsure cost assumed to be unchanged but PM reports million delined. Stan on alle assumed to be annual VITS
EM170023 Ad	Adrian passive fire stopping review	Richard Thomas	Ed Rowlands	Majors			000 636,000	6299.73	6129,300	d Storagic Defeator																24-17				NPS 08.07.18 - cashfow forecast assumed to be consistent with May 201
EW140012 Fit	Freemens Common Creative Services	Martin Riddleston		Majors	Green Green	6435,0	000 £316,866	£118,0	6216,955	7 : In Use																lap 16				project complete
	Various Buildings - DY Items LowMedium		Luka Gisborne		Green Green	6,000,0	000 636,420		236,620 Gate 1	5:						11-May-18 11-May-18							M-18 31-M-18	31-3418	31	1-34-18				
	MSR CAT SILMA (CAT 2 LARS)		Suiva Galle		Green Green		202 641,899		2349,899 Gate 1	S: Construction										08-341-18 08-341-18		06	un-18 03-Aug-18			Nog-18				NPS, 08.07.18 - cashflow-forecast adjusted to reflect extent of contractor progress to date
ED180003 Se	Security Lodge Silver Control Room		Cuiva Galle Chrispal Anand		Green Green	6340,0	000 620,876	6219.13	\$ \$330,874 Gate 1	S: Construction 4 : Technical									_	08-349-18			un-18 31-Jul-18			2418				Construction due for completion that July 2018 PM reports outsim cost forecast to be considered with May 2018 (MPS, no. no. no.
EM180008 Ge	George Porter Flue Upgrade  Knighton Court Replacement Windows &Doors	Kirsty Woodward	Chrispal Anand	LTM Meors	Green Green	6362,2	208 617,612	£344,81	6298,411 Gate 1	Passes									21-341-18			134	ug-18 31-0u1-18							
	Gas Nensors Checks Campus Wide		Mike Smith		Green Green Green Green	£190,0	000 £0 000 £46,000 000 £316,668	£135,01	1 60 1 6345,000 Gate 2	5:																				Works planned as a project rather than Planned maint. Following year with
EM180020 Sin	Sinergency Lighting asset listing academi		Neil Hunt		Green Green	6300,0	00 6216,668	883,63	2 6216,567 Gate 2	5 : Frankricka																				
EM180029 PR	PRF Waxa		Neil Hunt		Green Green	6272,8	87,560	6265,30	272,880 Gate 1	4 : Yechnical																				NPS, 17:06:18: PM on annual leave. Castrillow forecast assumed to be consistent with April 2018
Projects £100k - £250k EM180018 Sie	Sectrical Lab Refurbishment		Luke Gale	T T	Green Rad	gyan n	100 69,072	gune	SZTEGTS Gate 1	S. Panetturine								posa n	000 1648ay-18 13-au-18 15-au-18 1	Fan 18 29-an 18		-	M-18 21-Aug-18	95.14.19		leg-18				NPS, 08.07.16 - PM reports scope of work increased to include addition work of last has around to increase funding to cover this cour.
EC180004 Fix	Freemens Common Res Infrastructure Asset		Jan Lait		Green Arther	6250,0	000 £116,874			Phoenickon	NA NA NA	IA NA	NA NA NA	NA NA	NA NA	NA NA	NA NA NA		NA NA NA			,	A NA	NA NA		NA NA				MPE, 07.06 18: Outburn cost assumed to be consistent with April 2018
EM170017 Fix	Fixed Wire Testing - Academic		Chris Souter		Arter Ret	6290,0	000 6291,405	411,6	Gartage Gara 2																	24-17				
EM170016 Da	David Wilson Library Post Grad remodel				Ander Green	6232,0	000 £185,202	646,71	8231,999 Gate 2																	3417				(NPS, 07.03.18) - cashflow forecast assumed to be consistent with Januaria
	Meadow Court Lodge Alb. and Refurb		John Mason		Green Green		000 6169,218		2 £173,217 Gate 2	7 : In Like															1	No-17				Lead Consultant tender issued
EM180009 En	Singineering Flue Upgrade	Richard Thomas	Chrispal Anand	LTM	Green Green	6219,1	168 £4,096	6215,00	2 £154,095 Gats 2	S: Construction S:											697,670									PM forecasts outsire cost of approx. £150s. Tenders lower than expecte INDEL INT IN INI.
EM180012 LD	LDEC Dispitations, Repairs & Upgrades Residential FRAFire Protection Works	Richard Thomas Richard Thomas	Chrispal Anand	LTM	Green Green	6208,11	190 692,316	6365,60	262,316 Gate 2	Construction																				
	Residental FRAFire Protection Works Milk Chiller	Richard Thomas	James Geddes Chris Souter	LTM	Green Green	£200,0	000 £9,588 000 £592	£190,61	2 £9,588 Gata 2 £54,591	Construction 1: Preparation 8 Sout																				NPS 07.05.18 - cashfow forecast assumed to be consistent with April 20
EM170037 MG			Ged McCrea	LTM	Green Green	6200,0	100 614,727												28-May-18 08-Jun-18 0	han të			31-34-18	27-34-18	31	-34-18				The state of the s
EM170037 MS	Water Hygiere Risk Assessment & Remedial	Richard Thomas		LTM	Green Green		000 659,501			1 : Preparation & Striet																				
ER180020 Wa		Richard Thomas Richard Thomas	Chris Sinth					£142,41	E59,500 Gum 0																					
ER180020 Wa EM170040 Wa EM180004 Au	Water Hygiene Risk Assessment & Remedial Water Systems Legionella Risk Assessment Asbestos Removal 2017/18 Academic	Richard Thomas	James Geddes		Green Green		000 £17,266	6182,71	214,727 Gam 2 E56,500 Gam 0 E34,255																					
ER180020 Wa EM170040 Wa EM180004 Au	Water Hygiene Risk Assessment & Remedial Water Systems Legisnella Risk Assessment	Richard Thomas Richard Thomas	James Geddes	LTM	Green Green			6182,71	8 £56,500 Gate 0 5 £34,255 6 £147,005 Gate 2																					
ER180220 Wa EM170040 Wa EM180004 Au ER180019 En	Water Hygiene Risk Assessment & Remedial Water Systems Legionella Risk Assessment Asbestos Removal 2017/18 Academic	Richard Thomas Richard Thomas Richard Thomas	James Geddes	LTM	Green Green	6200,0	000 £17,266	£182,74 £52,91	6 634,255	7 : In Like													01-341-18			M-18				Norded over
ER170040 Wo EM170040 Wo EM180004 Au ER180019 En	Vitter Higiene Risk Assessment & Remedial Vitter Systems Legionetia Risk Assessment Albeston Removal 3017/18 Academic Simegency Lighting asset listing Resides	Richard Thomas Richard Thomas Richard Thomas	James Geddes Neil Hunt	LTM	Green Green Green Green Anther Green	£163,0 £163,0	000 £17,266 000 £147,006 000 £147,002	£192,94 £191,60 £191,60	6 £14,765 date 2 6 £147,006 date 2 8 £72,711 date 2 9 £150,000														01-341-18			3a-18				Handed over  NPS, 06.07.16 - culture cost assumed to be consistent with PM's origin
EP180230 WI EM170340 WI EM180304 Au EP180319 Em EP170328 Cs EM180332 EM EP18036 Ga	Voter Hygene Res Assessment & Remedial  Voter Spiesen Lagunesia Rein Assessment  Assessia Remonal 2017/18 Assessia  Rimagency Lighting assest listing Resident  Christian Garage detention  Garage Assessia  Garag	Richard Thomas Richard Thomas Richard Thomas Richard Thomas	James Geddes Neil Hunt Luke Gale Andrew Gahagan Mike Smith	CTM	Green Green Ander Green Green Green Green Green	£163,0 £163,0	000 £17,266 000 £147,006 000 £147,002	£192,74 £92,96 £111,60 £192,00	5 £34,255 6 £147,005 Gum 2 8 £72,711 Gum 2 1 £150,000	7 : In Clase													01-Jun-18			Mr-18				Nanded over  NPS, do 07.16 - output dost assumed to be consistent with PMS origin
\$718020 WILLIAM	Yoller Vegene Risk Assessment & Remedial Your Systems Lapponts Risk Assessment Assessment Assessment Assessment Einergenity Lyndrig assest belong Residen Covelant Garage servelikes Einergenity Lyndrig assest belong Residen Covelant Garage servelikes Einergenity Einergenity Covelant Einergenity Einergenity Covelant Einergenity Ei	Sichard Thomas Sichard Thomas Sichard Thomas Sichard Thomas Sichard Thomas	James Geddes Neil Hunz Luka Gaile Andrew Gahagan Mike Smith Mike Smith	CTM CTM	Green Green Ander Green Green Green Green Green	£200,0 £160,0 £160,0 £100,0 £100,0	000 £17,265 000 £147,006 000 £81,322 000 £0 000 £0	£192,74 £92,96 £111,60 £192,00	5 £34,255 6 £147,005 Gum 2 8 £72,711 Gum 2 1 £150,000	7 : In Clase													01-340-18			an-18				-
\$7110020 W0 \$4170000 W0 \$4170000 M0 \$5110000 Au \$7100010 Gr \$710020 Gr \$4170020 Gu \$7100000 Gu \$710000 Gu \$71000 Gu \$71000 Gu \$710000 Gu \$71000	Withor Inglores (Liquinos) Biol. Assessment S. Menschall  Yolland Special Editor (Liquinos) Biol. Assessment  Assessment (Liquinos) Biol. Assessment  Services (Liquinos) Biol. Assessment  Services (Liquinos) Biol. Assessment  Consenso (Casango Assessmento)  Services (Liquinos) Biol. (Liquinos)	Sichard Thomas Sichard Thomas Sichard Thomas Sichard Thomas Sichard Thomas Sichard Thomas	James Geddes Neil Hunt Luka Galle Andrew Gahagan Mike Smith Mike Smith Chrispal Anand	LTM LTM LTM LTM	Greek Greek  Arber Greek  Greek Greek  Greek Greek  Greek Greek  Greek Greek  Greek Greek  Greek Greek	£160,0 £160,0 £160,0 £120,0 £146,8	000 £17,355 000 £147,006 000 £11,322 000 £0 000 £30,000 856 £0	£192,74 £92,96 £111,60 £192,00	5 £34,255 6 £147,005 Gum 2 8 £72,711 Gum 2 1 £150,000	7 : In Clase													01-340-18			Au-18				Handed over  NPC, did not a collect outstanded to be consistent with PMA origin  Consultant will be readed to spec with an additional fine long.  PM pages action collect on the readed to spec with a set additional fine long.  PM pages actions collect collect on the consistent with May 2018 (MPS).
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ERTRODES 00  EATRODES 10  EATRODES 10  EATRODES 10  ERTRODES 00  EATRODES 00  EATRO	You regard to American I hand a though a place of a place of the annual of American I hand a place of the annual of American I hand a place of the annual of the annual of the annual of the the annual of the annual of the an	Richard Thomas	James diedows Nail Hunt Luke Galle Andnew Gahagan Mike Seren Mike Seren Chrispal Anand Luke Gistorne Nail Hunt Mike Seren James Gedows James Gedows James Gedows James Gedows	LTM  LTM  LTM  LTM  LTM  LTM  LTM  LTM	Green	\$200,0 \$150,0 \$1	200 £17,556  000 £16,000  611,322  000 £6  600  600  600  600  600  600	ENGLY  E111,6  E111,6  E156,0  E06,0  E06,0  E34,0	\$ \$24256 date 2 \$257,711 date	7 - In Use  5 - Communition 2 - Description 3 - Description 4 - Communition 4 - Communition 5 - Communition 7 - In Use 7													01-341-18							Consider of the readed to spec under a statistical fies they good as a statistical field good good good good good good good go
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CHRISTON	Non-region for Annahum Managara Managar	Mount Thomas  Robert Thomas	James Gladdes Neil Hotzl Lank Galle Lank Galle Make Stein Make Ste	CTM  CTM  CTM  CTM  CTM  CTM  CTM  CTM	Green	\$200.0 \$150.0 \$1	00	(1927) (1	CHARAS	7: 10 Ube  2 - Structure Control Contr													0134618			50-18				Committed and the second regime with a supplicate the late, if the committee of the late, if the committee of the late, if the committee of the late of the committee of the late of the l
Description   10	two regions for sections for sections of the section of the sectio	Mount Thomas  Roand Thomas	James Geodes  Red Hart  Lank Gass  Red Hart  Lank Gass  Nan Georg	CTM  CTM  CTM  CTM  CTM  CTM  CTM  CTM	General Grown Ge	\$200.0 \$1	200 C C 2,000 201 C C 2,000 202 C C 2,000 203 C C 2,000 204 C C 2,000 205 C 2,000 205 C C 2,000 205	(1937) (1	CHARM CHIZZI GAR CHIZ CHIZZI GAR CHIZ CHIZ CHIZ CHIZ CHIZ CHIZ CHIZ CHIZ	7: It bids  1: The control of the co													01-344-58			50-18				Consider of its reside to speciants as allowed this linky.  Consider of its resident to speciants as allowed this linky.  AC 97.0. Section and for special to consider on this part of SPE.  SPE, SELD IN - Millionia submit and consider with May 2019.  SPE, SELD IN - Millionia submit and consider with May 2019.  SPE, SELD IN - Millionia submit and to section of an April 2019.
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University of Leicester Capital Projects Finance Tracker

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Project Code	Project Description	Spanner	Satures Projec	ctteed Proje	ect Category	PM RAG Radio	ding	Total Authorised	SAP Cost to Co	ertified to State	tance Fore	cast Out-	Project Plan	nned / Proj	oject Gate 0 i	Estimate at Fund	Sing REASI	tage 1 Report	Gate 1 East	mate at FIBA Sta	age 2 Report R	RBA Stage 1 Rep	port Planning Subs	nission Plans	ning Approval	RIBA Stage 4 Re	epart Project Po Tender	No.	Tender Period		Gane 2 Signed	d Contract Sum	University Enabling	Works Start on	Practical Com	pletion Univer	nity Fit Out	Occupation Data Anticipated Actua PM PM	Charge	g Contract Sum	Financia	Claims Cortificate Making	Final Account	Comments
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EC170004	School of Media. Communant Sociology		Gail Rudde			Green Green		£90,000	670,320		621.690	670,320		A.																								2017						
EM180034	Many Gee Securing and Decommissioning		James Geddes			Green Green		890,000	622,666		887,344																																	
ER170014	Freemens Common Stocks Shower Pad Repl		John Mason Mart Flint			Green Green		887,000	667,376		£19,624 £77,530	667,276	S: Prosenution																															Lead Consultant tender issued
EC180007 EW180016	HMS Krice Additional Works  Danielle Brown Sports Centre - Push Pack		Mari Pari			Green Green		£86,546 £85,000	28,415		£77,530	E0																																
EA180001	Fraser Noble - Basement Laustories		John Mason			Grees Grees Grees Grees		698,881	88,826		291,965	£98,826	4 : Yechnical Design 4 : Yechnical Design																															Rudget increased to £98,661. Form submitted on 12.05 18 requesting increase in Serial (MF, 06.07.16) PM reports outurn cost/likely to be approximately £90,000. MME surrations accoled for the contractor to be writted.
ER180000	FJR Cash Office Attentions		Luke Gale			Green Green		£94,000	694,288		£19,712	880,287	4 : Yechnical Design																															(NPE, 06:27.18) PM reports outturn cost likely to be approximately £80,0 MBE variations applied for by contractor to be verified.
ER190026 ER170026	John Foster blocks A <sub>2</sub> S internal dec John Foster - Quomdon & Regdale Int Dec		John Mason John Mason			Green Green		£90,000	686,471 689,677		£14,528 £9,708	265,670 269,677	7 : In Use 7 : In Use																									Apr-16						
EA160022	Old Edward Store		Mart Flint			Green Green		£79,000	672,406		65,595	£72,604	7: In Use																									049-17						NPS, 07 06 16 - PM informs outrum cost and cashflowforecast assumed consistent with April 2018. NPS, 07 08 16 - cashflowforecast assumed to be consistent with April 20
EA160022 EM170016 EW160027	CRF External Store Charles Wilson Sides Refurb Soors E.A.9. Here for You Milraring		Chrispal Anand			Green Green Green Green		£75 000 £73,775	£72,406 £77,066 £14,601		£5,595 -62,008 £58,844	£14,830																										20-17						NPS 07 06 16 - cashfow forecast assumed to be consistent with Auril 2
EM170027	Critical LEV Compliance & remedials	Rohard Thomas	Neil Hart	LTM		Green Green		£72,000	£33,600		638,400	£33,600 Gura 1	2 : Concept Design																															
EW180012	Furne Cabinet Installation HMW 2711 Admin Building Rooms 268 + 249		Luka Gala			Grees Green Grees Green Grees Green		£72,000	86,721		864,279	£72.720																																PM on annual leave. Output cost assumed to be consistent with May 20 (MPS, OR/27, NI)
EA170016 ER170027	Adrian Building Rooms 268 + 249  John Folder - Huncotte John Chilaum Dac		Stave Parker John Mason		_	Green Green		£79,000 £96,529		615,949	62,764	E67,449 Gate 2 E63,744	7 : In Use 7 : In Use																									Sep-17 Sep-17						NPE, 07:03.16 - Outturn cost assumed to be consistent with Jan 18
EA180002	Hastings House Res O-House Cooling Proje		Suka Gisborne			Green Green		866,000	£83,764 £395	£205	205,605	£65,294 Gate 0	3 : Developed Peacon																															Work is now on hold-due to Capital Plan for Avea Diffuelopment.
E0180008 ER180024	100 New Work Refurbishment Landon C D S F & G blocks		Luka Gisborne John Mason			Arther Green Green		896,000	£96,710 £99,320		-6710	£66,708	7 : In Line																									Sep 16						Work forecast to complete by mid June 2018
ER180002	Residential DX HS		James Geddes			Green Red		265 000	£95.795		623,095																																	
EW170002	FJR Law Department Accessibility route		John Mason			Green Green		861,292	655,265		66,027	£55,265 £0 Gum 2	S : Construction																															
EM180038 ED180007	RG2 Air Conditioning replacement Phase 1  Miscellaneous Teaching Room Improvements	Rohard Thomas	Mike Smith Mart First	LTM		Green Green		861,200	£14,862		£61,200 £65,668	£0 Gars 2	S : Construction																									0018						Teaching room interovements mice
EM180007	Annual asbestos re-inspections all sites		James Geddes		_	Green Green			£14,602 £21,602		E22.798	£21,632																										0.0-18						Teaching cook improvements mos
EM180036	Replace Distribution Scards in Charles W		Claira Newtown	HE LTM		Green Green		£54,000	60		£54,000	£54,000 Gate 2	S : Construction																															NPG, 08.05.16 - PM informs work to be carried out by end of FY17718
ER170019	Transosa Stoller replacement work		Jim Stenson			Green Green			647,972		65,238	647,871	7 : In Use																															Work to start on 1 Aug 2017
ER180018 ER180040	Southneades 14 Shower Cubicle Replacemen  Nace & Book Internal Decorating		John Mason John Mason		-	Green Green		£62,000	£165,706 £0		61,294 610,288	£45,705 £50,288	7 : In Use 4 : Yechnical Design																															
EM180023	Replace Small Goods Lift Computer Centre		Mike Smith	LTM		Green Green		650,890	625,586		£15,294	£50,596 Gate 2																																Install works planned for June (NPE, 07.08.18 - PM reports outturn co- sonistent with Anni 2018)
ER170009	Standurd Kischen 2017 P9000337					Find Green Green Green		£50,000	60		£50,000	£40,000	1 : Preparation 8 Street																									May 17						Awating Campus services approval to progress
EM170026	Engineering Social Space		Gail Rudde		_	Green Green		£50,000	£46,674		63,026	E46,974																																
EM180030 EM180016	David Wilson Library Roof repairs Sennest Furse Cabinet LG13	Rohard Thomas Rohard Thomas	Claire Newtown	HII LTM		Green Green		£47,120 £46,991	£17,338		E29,653	£0 Gam 2																																NPG, 07.08.18. PM on annual leave. Castrilow fursicast assumed to be consistent with April 2018
EM180039	Add Lightning Protection around Main Care	Richard Thomas	Chris Souter	LTM		Green Green		£46,000	60		£44,000	£46,000																																MPG, 08.05.16 - PM informs work to be carried out by end of FY17/18
EC180006	France Nable Wall Removal For 0.14 & 0.15		John Mason			Green Green		£45,600				é0																																
EW180004	MSR G45 IT Store to Office Convenion		Steve Patter			Green Green				622,017	621,983	£22,017 Gate 2	7 : In Like																															Works start 13th November 2017 and completed December 2017 with occupation no retention. No more costs to come.
EM180028 EW180015	Milit 3rd Floor Cornidors Flooring Replace (8g Clata Initiative L.GH		James Geddes Luka Gale	LTM		Green Green			£84,159 £0		41,150 641,758	60	7 : In Silve																															Handed over
EM180044	Replace & Enhance UPS equipment in PRF		Chris Souter			Green Green		841,725	60																																			
ER180008	Knot Water System Rationalisation	Richard Thomas		LTM		Green Green		640,520	£13,067			£13,056 Gata 2																						21-May-18	15-341-18	15-349-18		16-341-18						Contractor onsite appointed by Concept Project Management
ER160026 EM170036	John Foster blooks GMP let dec Temporary Chiller for the Istilik	Richard Thomas	John Mason	LTM		Green Green		£40,000	£29,166 £30,093		£11,854 £9,907	629,565	7 : In Use 7 : In Use																									Apr-16						Off tried and removed
EM170036 ER180005	Yemporary Chiller for the MSB Southmeades Shower block Regil	Richard Thomas	John Mason	LTM	_	Green Green		£38,400	626,729		62,291	£76,708	7: In Use																									Sep-17						Off tired and removed
ER180041	Sowder Court Mock SE,FFBOG Itt Decorate		John Mason			Green Green		£38,266	án		638,206	£38,266	4 : Yechnical Passion 4 : Yechnical Design																															
ER180038	Digity Coloured blocks internal decorate		John Mason			Green Green		838,072	é0		838,072	638,072	4 : Yechnical Design																															
ER170000 EM180036	Transce Internal Decorating  Add Surse Protection to key Main Panels	Richard Thomas	John Mason	LTM		Green Green		£38,000 £35,250	£36,869 £834		£1,441	£36,558 £833 Gata 2	7 : In title																									Sep 16						contract increased to include the rest of the property
EA180012	Bennet LG12 & LG13 Refutishment		Luka Gala			Green Green		£34,000				60	S : Construction S: Construction																															construction due for completion and of July 2016
EW180017	RecSill Rent 32 Attentions - Training Ward		John Mason			Green Green		£33,000	60			8.0																																
EW180011 EM180037	Public Realm Security Worls  Roof Risk Assessments - Non-Residential		Mart Flint	LTM		Green Green		£30,000 £31,524	£10,466 £0		£21,554	£12,645	7 : In Use 5 : Construction																															
EM170031	Physics Data Centre - LPS batteries		Chris Souter			Green Red		621,294	621,394		60	£31,524 Gum 2	7 : In Like																															
EM170039	Readson House Lift Controller	Richard Thomas	Mike Smith	LTM		Green Green		630,804	630,804		62	£30,804																																
EW180008 EA180008	PRF Security Improvements  Life insurance work or Alliance		Mart First Mike Smith			Green Green		£30,000	60		£30,000 £28,697	60																																Tenders back
	CHINADO BALLO MANO					Green Green					22,500	100																																Stage 2 stripped down costings provided for essential works. Works on
																																												Stage 2 stripped down costings provided for essential works. Works on scatted wested and from place of investigation opposing up works understance. Cost internation based on Summers terms commenciated and transaction of costs 21 x 17. Featibility terming-backed downfor the sensed all excits, Signature are not find that are estimated Special success and feet row been abland for IEEE, followed curvey, tops chains downfor that services to take the sensed of the cost social sets of the cost of the cost of the cost of the cost social sets are compared to statuture as present to sectional regiment for and social sets are cognitive to take use the sensed to sectional regiment for and sensed to the cost of the cost
EM160022	Adrian Building Cladding/concrete survey		James Ruddie			Arther Arther		£30,000	670,416		-642,415	2106,054	2 : Design																															works and feet have been allowed for, filtr. finished survey, high chlorid from first test, report to follow to be pased to structural engineer for anal
																																												Works programmed week commencing 16/11/16 filmingham City Labors Tenders returned for harmon test range from 10k to 24k, evaluation no before funding requested. Holding works undertaken and 566P to prop
																																												report based on findings and advise, bittel survey carried out and rece 36/16. Contents to assess and works to develop from that.
EM180040 ER180037	Add Caralyst Filters PRF, CC & RRCSiR Ges Digity House, Lodge &Purple littox tot Dec	Richard Thomas	John Mason	LTM		Green Green		£30,000 £29,888	60 60		£30,000 £29,888	60 Gars 1	4 : Yechnical Design 4 : Yechnical Design																															
EA170017	Heat Meter Installation at Main campus		Jim Benese			Green Green		626,629	619,861		61,961	£19,891	S : Construction																															Works to proceed at George porter plantoom after sebestos clearance the 23 June 2017
ojects ESk - E2Sk																																												
ER180039 EM180031	Rosentels Internal Decorating Health & Safety Contractors Audits		John Mason Chrispal Anand	LTM		Green Green		£24,161	£0 £13,296		824,761 811,764	£24,761 £13,226	S: Construction																															
ER160011	Leadur Study Bedrooms A, R, LA Blocks					Grees Arcer Grees Grees Grees		£24,000	629,592		45,592	820,501	7 : In time																															project extra as the fire door survey and complience work was include
ER180016	Stanford Court & John Foster Facilities					Grees Arther		623,625	623,426		60																																	
ER180030 EM170026	Coppice House Timber Window Refurb Percy Gee bio mass topper	Sensor Trans-	John Mason Chrispal Anand	LTM		Green Green		£21,000	£15,562		£21,000 £4,448	£21,000	7 : In Use																															
EM170026 EA170021	Percy Gee bio mass topper  METIC Building - Mechanical Cooling	Actual thomas	Jim Senson	LTM		Green Green		£19,458	£16,662 £16,681		62,977	£16,681	7 : In Like																															Works to start on 31 July 2017
EM180045	Replace Gas Suppression Cylinders, Physics		Chris Souter					£17,500	60		£17,500	eo.																																
ER180015 EM180042	C H Southmeade House Boiler Replacement  Computer Ct: Fencing to External Plant	Rohard Thomas	Neil Hunt	LTM		Grees Green Grees Green Grees Green Grees Green		£16,932	£16,602		60	£16,832	6:																															PM reports work to be carried out before 31.07.18 (NPG, 07.06.18)
EM180042 ER170030	Computer Ctr Fencing to Sidermal Plant Installation of AMR equipment and meters		James Geddes Jim Benson	LTM		Green Green		£16,800 £16,706	£13,471		£16,800 £3,235	£16,800 Gata 2 £13,670	S : Construction S : Construction																															Processors some to be carried out before \$1.07.18 (NPG, 07.06.18) Its progress
ER180022	Village Hub Launderette Atterations		John Mason			Green Green		£13,762	612,338		£1,414	£12,338	7 : In Like																															
EM180017	The Grove Repairs		James Geddes	LTM	_	Green Green			£1,662		£11,618	£1,682																																
EM180041 EM180014	Physics Data Centre Cooling Fans RecCilit room 527 & 528 wall removal		Chris Souter John Mason			Green Green			£12,546 £0		£12.000	K12,546	7 : In Like																															
EW180013	Reset Access Yerminal Infrastructure		John Mason			Green Green		£12,000	62,626		69,174	62,626	5 : Construction 7 : In Use																															
ER170031	Kent House Bedroom Decoration		John Maron			Green Red		£12,000	612,679		-6171	£12,671	7 : In Like																									Sep-17						
ER160016	Stanton Diving Hall Accessibility Tolle		John Mason		_	Green		£11,700	29,909		69 612,000 69,774 -6979 61,791	69,908	7 : In Clase																															Is Progress. Payments reprofied to reflect contractor's slow progress
ER180024 EA180013	Coppice Recycling Area Crime Science Room		John Mason John Mason					£11,636 £11,600	£10,702		£11,600	£10,701 £0	7 : In Line																															
ER170030	Ment Lodge internal decorating		John Mason			Green Green		£11,577	611,276		6301	£11,276	7 : In title																															
EA170023	Carriede Brown Steam Room Tilling		Steve Patter			Green Green		£11,494	60	614,663	£11,694	60 Gate 2	7 : In Use																															Due to unforseen additional works the client has authorised the additional expenditure and the invoices are to be oald before this year end 201
ER180034 EA180000	Naon Court E Block Höchen, Outer Flat Milk Soutent Enquiry Counter		John Mason Stave Paster		_	Green Green			£10,011 £7,659		£1,002	£10,010	4 : Yechnical Design 7 : In Use																															Work completed with no retention and no further expenditure to com-
EA180000 EM180006	Milit Student Enquiry Counter  Ad Hiso Fire Consultancy		James Geddes			Green Green							r : In take																															mus congreted with no reterition and no further expenditure to com-
EA180006	ROCSIR Ross edit & edita replacement floor c		John Maron			Green Green		£10,000	67,226		62,775	67,226	7 : In this																															
ER180004	Codby TrakarReset		John Mason			Green Green		89,800	66,128		63,672	86,127	7 : In Clase																															
EA180008 EW180003	Criminology 154 New Walk Decoration Fulk Int Office DDA Door Openers - PRODOS		Steve Parker John Mason		_	Green Arroer Green Green		69,374 69,360	£9,458 £0	29,458	69,360		7 : In Like																															
ER160028	FJR Itt Office DDA Door Openers - PRODER  Mens talet refurbishment Stanford Half		John Mason John Mason			Green Green		89,700	£9,100		69,360	69,100	7 : In Line																									3016						
ER160027	Ladies tollet refurb Yutors block		John Mason			Green Green		68,900	88,756		£144	68,756	7 : In time																									Apr-16						
ER180042	Nuon E Block OuterFlat Bathyn regisce		John Maron			Green Green		68,500	60			és:																																

SECTION AND ADMINISTRATION ADMINISTRATION AND ADMINISTRATION ADMINISTRATION ADMINISTRATION AND ADMINISTRATION AND ADMINISTRATION AND ADMINISTRATION ADMINISTRATION AND ADMINISTRATION ADMINISTRATION AND ADMINISTRATION ADMINISTRATION ADMINISTRA

UNIVERSITY OF LEICESTER

University of Leicester Capital Projects Finance Tracker

September 1988		Project Description			-	OM DAG Dation									_										t Businet Box.	Ter	oder Period		Sizeed Contract	Liniversity hum	Enabling Works	A	ractical Completion	UniversityFi	Out	Occupation Date	Charge Citiers Store	Financial Claims Cartil	no Final Account	Comments
Separation of the separation o	-		aparetr Estate Project Lead	Project Category			Authorised St	BP Cost to Certi Date Date	(fied to Balan (grass) Remain	nce Forecast!	Out- date Passed	Project Plan Status Ungil	tanned / optanned Started	Gate 0 Entire Approval Gat	ne at Funding e 8 Seurce	MEASURE THE	eport Gate 1 ecast/ Approval	Estimate at Gate 1	SBA Stage 2 Report	t RBAStage 1 Repo	ort Planning Su	Forecast / -	ming Approval R	Foregreen	Tender L/ Sationne	Tender Tends	er Anabesis	Approva	Contract (Net)	-		30.	Forecast	f and 1 -			Amening Communication		d Agreed (Date)	Comments
Separation of the separation o		Source*	PM Sizzles Chiner	Estates Owner	Timetine PM	Padget His	MS Bodget	Finance PM	r/QS Finan	nos PM/QS	s PM	PM Seaso	Wageot Sistems	PM Fina	tos PM	Planted Ad	Deal PM	PM PM	FM FM	Planted Action	Planned 1	Actual Planne	Actual Pu	Atlant	PM/QS	Issue Retur	m Comeinte GMP	that Par	PM/QS PM/Q	Start PM	Complete	PM	PM PM	' Stat C	Pts Aut	PM PM	Agreed Autopassa* PM/QS PM/QS	Agreed Pending Del PM/QS PM/QS I	ON PM	PM
The content	1028		Non-Cites			Green	29.500	pr.		EN.500	1:	Preparation	- Auto	788	- "			1	- 1.3			- 1	+								1			+ - +	-					On Held
Sept 1			John Mason		Green	Green	68,600	69,116		62,284 69.	116 2	Concept																												CI NA
Mathematical Control of the contro	009 54	ighting Attentionsugh Tower Red	Chris Souter		Green	Green	68,000	63.402		64,588 63,	(401 7:	In Use																												
	28 N	Boot G, Flats 301-305 & 401-405 interna	John Mason		Grees	Green	67,200	24,588		6612 66	588 7:	In Use																												
		Silk Autoclave Attentions	Luka Gisborne		Green	Careers	87,000	8.0		67,000 65;	360 7:	In Like																												Removal of redundant autoclave, base and associat
Mathematical   Math			John Mason				87,000	£330		04,672 67	,000 Der	Strategic Solition																												
		bon Court Dog Spend	John Mayon		Green	Green	88,974					In Use Preparation																												Not my works
			Make Street		Green	Cheen	88,240	£1,890		04,000 K1,	AND CAME I	inet																												Not my waxes
			John Mason		Green	Green	65.89	64.962	-	6900 64	943 7:	In Like																												
Mathematical   Math			John Mason		*****	O.z.	65,640	85,220		6422 65	220 7:	In Use																												
Mathematical   Math	0023 La	asdur Recycling Area	John Mason		Green	Res	65,525	65,608		-6313	21	In Like																												
Mathematical   Math	0026 Di		John Mason		Green	Red	65,526	26,654	- 4	C1,128 EN	2:	In Use																												
Mathematical   Math	0002 Ad		TRC Chris Souter	LTM	Green	Red	25,400	£13,696	-6	01,294 613	696 Gara 1 Gr	Technical sign																												
Mathematical   Math	0033 Ro	pof Risk Assessments - Residential	Richard Thomas James Geddes	LTM	Grees	Green	85,112	60		65,112 65,	,112 Gam 2 S: Co	netruction																												
	012 Kr	ent Lodge Bidernal Door Reptacement	John Mason		Grees	Green	64,800	63,694		£1,304 £3,	eso 7:	In Like			1																									
Separation of the content of the con	21 M		John Mason		Green	Green	64,800	83,754		£1,046 £3;	260 2:	In Use																							5	lap 16				
Mary Control					Green	Green	64,536	£4,526		60 64	536 7:																													
- Mathematical Resettion of the control of the cont	na sa		John Mason		Grees	Green	64,200	64,120		880 64	,110 2:	In Use																												
Mary Control					Green	Green		60		63,000	£0 7:																													external temporary cabin from vitors single-
Mathematical   Math		abin Removal - Digby Hell	John Mason		Green	Green	62,700	82,507		£190 £2;	507 7:	In Use																								lap 16				edernal temporary cabin Raos (Pera Hobing) has o required, so it can be dismarified and removed
Mary Care   Mary					Green	Green	61,000	£1,080		£990 K1	350 7:																													Work congleted and in use, no further invokes to o seek or needed.
Mariane   Mari	- 0	9-9	2007200				10.00			ENA		-																												Names or 1884-2013.
							61,650	81,660		69 61	ASO 7:																													Initial works done awaiting main refurbishment.
Martin   M			John Mason		Conne	Conne	61,600	£1,119		E385 E1,	,118 7:	in Use																												
Series of the content			John Mason		Green	Green	61,452	£1,462																																
Series of the content			Sue Banbury		Green	Red	12	87,043	- 4	67,041 67	100																													
Series of the content					Green		65	£116,667	-611	15,554 2115		Statesis													£135,000	Mar-18 Jun-1	18 Jun-18		A4-18 E13	6,000		Ju-18 S	19-18 Sep-18	Sep-18	Sep-18 S	lep 18				
			Sue Barbury		feet feet	Green		£0		14 145	ED Der	fellon																												
			See Sector		Artes	The state of the s		610.122	-63	13.122																														
The section of the	Ser.	noinearing Suiting Water Leak	Sue Banbury		Green	Auc		632,479	-63	22,471 632	479 7:	In Like																												
Marken   M	ts in Defe	ects Liability Period																																						/
Mathematical   Math	O C	erze fir Medicine			Anton	Green	£41,900,000 £	29,755,410	62,56	44,590 £39,755	409 7:	In Like																				Mar-18 5	19-18 Sep-18							The 12nths defects are being dealt with by the control of managed to disturble account make during from MPE, 10.06.18 - belancing figure shows for April 201
Mathematical Region	-	angineering Laboritoniansp Hoor & Walls "Compiler"					£18,900,000 £	117,722,445				si case																								Q2-17				
Mathematical Continue	61	Nace Court New Block	Sinta Sread Jonathan Aldworth		784	Arter	£15,000,000 £	114,806,823	610	93,077 616,818	<b>122</b> 7:	In Like																								lap-11				We have received Wilmox Partnership Homes (WPH further investigation works and a trial instigated (NPI defects unlikely to be resolved until July 2018
Melegrane will be the section of the																																								NPS, 10.04 18 - PM on annual teave, but account re-
Melegrane will be the section of the			Kinty Woodward Sin Carey Kinty Woodward John Point		Green	Closes			£11,96	97,100 8824	,117 2:																									Spe 17 Noe 17				
Melegram with a proper section of the proper	in the	eaumont Hall Refurb Block 6.7.8 & Rodel			Green	Green	62,800,000	62,836,499	-63	25,000 \$2,000		In Like																												MGD not achieved yet. CA reports remedial work to
See Level 1	14	tary Gee - Social Activities Bidg "Cancelled"	Kindy Woodward Ian Carey		Green	Green	63,208,000	658,814	62,56	49,196 £56;	J813																													SPE, 27 OS 15: - Edge På fees no tonger attributed MAID not active ed yet. Ch reports remediat vack to MAID not active ed yet. Ch reports remediat vack to MAID not 15: - Påt on annual feare, but accordant re- main consideration simil. Simil. 91: 45: MAID. Simil not 16: - Edd annual feare, but accordant re- main consideration. MAID. Simil not 16: - Edd annual numbers mart from cast to Walles Nate. MAID. Simil not 16: - Edd annual numbers mart from cast to MAID. Simil not 16: - Edd annual numbers mart from cast to MAID. Simil not 16: - Edd annual numbers mart from cast to MAID. Simil not 16: - Edd annual numbers mart from cast to MAID. Simil not 16: - Edd annual numbers mart from cast to MAID. Simil not 16: - Edd annual numbers mart from cast to MAID. Simil not 16: - Edd annual numbers mart from cast to MAID. Simil not 16: - Edd annual numbers mart from cast to MAID. Simil not 16: - Edd annual numbers mart from cast to MAID. Simil not 16: - Edd annual numbers mart from cast to MAID. Simil not 16: - Edd annual numbers mart from cast to MAID. Simil not 16: - Edd annual numbers mart from cast to MAID. Simil not 16: - Edd annual numbers mart from cast to MAID. Simil not 16: - Edd annual numbers mart from cast to MAID. Simil numbers ma
Make the lease of	P	tysics Re-roofing Project	Mart First		green	Green	£1,030,874	£1,020,756	83	10,118 61,020	766 4:	Handover &				********				19111.0049			741	NAME PARTY		H.Dar. 17 Mi. Inc.	.40 14.30.40					99.160.19				89-17				Works Now Complete -end of defects March 2018 (
Mathematical Mathe	Re		Caroline Taylor Matt Flint		Read	Green				44.918 0971	mar 2 -	In Use																								lap-til				
Machane Message Messag		tarriford Half Dining Room 'completer'	Jonathan Aldworth		Green	Green	6788,000	2745,996	£e.	43,004 £763;	291 2:	In Like																							,	Nug-16				Project complete, final account agreed, including leg adaptations to cylinder installation directed by PPM.
Mathematical Registration	g F3	St Reception & Euec Corridor					6475,000	6477,406	- 4	62,404 6477.	es 7:	In Use																								3416				
Mathematical Region	n FJ	St Car Park Atts	Sitta Sread Matt First		Antair	Red	6650,000	6795,058	-616	45,058 6795	252 7:	In Like																								lap 16				Project now practical complete. (NPS, 68.05.18 - ren
Mathematical Region	09 M	ton dee First Foor Shower Room Salahuru Brand Borth Carmina	Kindy Woodward Med Flied		Artou	Green	6 891 500 6 891 000	E444 275	61	17.225 Seec.	274 7:																													Works consists and of defects September 2017  Stroket consisted shaduar
Mathematical Region	15 (8	turios Pata Centra Chiller Seniscement	Phris Souther	:TM	Anta	Array	646.000	6411 SP3		13,622																										24.47				Project completed shelved  MRC nit PT vis., matricus forecast assumed to be no Castiflow forecast adjusted to be consistent with July
Mathematical Region	20 Mi	Deler Claif Block CO Hefurb and Heriodel Built Wilson F Branc - Fastisin Shore	Panina Taulor Mart Clier		Crees	Cines.	£400.000	£425,994 £197 607		11 161 E425	(893 7:	St Citie Constants																								mp-10 mo-17				A 15 17).  MEC 07 75 181 /L/IL/III road rand/fact ton consequent
Segretary Segret	02 M	58 Lab refut 211-212	Mart Fire		Artow	Green			619	24,718 6265	281 7:	In Like																							,	Nog-16				Work Complete, and a defects September 2017
Marke   Mark								0.000.000				be the																												
Marche Annothe Marche Annothe Annoth					Stat	APPAI																																		White committee and of Address Sectionals 2017 . If all works now necessary with only show assess to service the St. Co. 15 - PM reports no further operators due
Marke	-	oler regiscement works at D Brown adult of Briscaus Broad 1975-111	Richard Thomas Jim Benson		Green	Green	£329,061	£307,804	F200 777 F2	21,127 6307;	933 7:																													MPS, 08.07.18 - PM reports no further payments du SM on account leave. Cuttion cost assumed to be on refer. AT I'V NV SHI SHOW A CONTRACT.
Marke Anthon		Kill Strainteran unte Kill - Sod Soor Badut Strains	Enter Finis		Array France	Gas.	2 100 mm	2100 101 2100 818		2964 65.183 2959	417 2·	In titue In titue																								hon 17				MEG AT AN AN SINGAT ANALYSIS
Marke Anthone	AL CO	etias / Yanka Ethih Shoom Dalkuhahomon annam Skulition Edil I aboutton Dalkuh	Marie Clare Mare Clare		France Archar	Finance Finance	6719 000 6719 600	2777 MIT	- 7	C7.077 C773 C7.018 C711	920 2 - 481 2 -	In the																								041-16 6416				Shorded man.  Shorded man.  Shorded committees, Shorded to the chosen's white consistent Shorded committees, Shorded to the chosen's Shorded committees of Shorded to the chosen's Shorded committees of Shorded to the chosen's Shorded committees of Shorded committees and Shorded committees of Shorded committees on the chosen of Shorded committees on the
March Anthone	PA.	All transcensor works at Panialla Stown into Jalif sensoement bollers main norm	Siri Stenano Miles Sontin		/eas	fires.	£100,000 £100,864	0184 174 0183 863	- "	15.000 C104 C8.001 C103	175 2																													Marin consistency (MMC 7 9 17) Account to be active Mindre on after committeed arrest patients of
March (an March	20	toughton Leys, Bredon, Fieldshouse	John Mason				6188,000	£186,706		62,294 6196	705 7:																													workloads, we will attempt to include some of that include some of the some of the some of the some of the some of that include some of the some of the some of the some of the some of that include some of the s
March (an March					france	A.z.																																		S attenues of C AMG and Maddin AMG complete.
Market   M					Articles	Green	£162,000	£113,388	64	68,612 6113;	288 2:																									049-17				Complete
March (an March	FJ	Sk Square - Furniture	Sinta Stead Natt First		Green	Arther	6136,850	£137,606		-0555 -0537.	6.	Handover &																							,	Nog 17				Outturn cost assumed to be consistent with Nover
Market   M																																								
March (an March					green	Green																																		Survey work being carried out
Manuscripting of profession from the professio	in the	Manhorovak Sciation Strong 798/1111 KSS Cost Strong 165 166 S 167	Francisco		(coas	firms Arthur	6115 000 6108 000	6 at 640 6111 066	-	65 160 Feb.	and a	In the																								hun. 17				Shortest many
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Second	R	adaton Labs Remedial Works	Steve Parker		Antow	Green	249,996	640,122		£9,873 £40,	(121 7:	In Like																												Completed  Velocic controllers, and of delects the center Velocit  Broken controllers  Velocity controllers
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Project Code Projects > £5m	Project Description Source	Estates Project Lead	Project Category	Project Category (Financial Programme Financial Grouping Reporting)	Total Authorised Budget SAP Cost to Date (gross)	Balance Forecast Out- Remaining Turn	Spend to 3107/17 Aug.47	7 Sep-17 Oct-17	Nov-17 Dec-17	Jan-13 Fe	cial Year 2017/18 - Fo		oproved Invoices) ry-18 Jun-18	S	pend Invoices Year	Spand to d Forecast 31,07/18		Oct-18	Nov-18 Dec-1				ual (Approved Invoic May-19 J		end Invoices Year	End Forecast Son	(Approved Invoices)	Actual Financial Year 202	10 - 2022 - Forecast	Varianc
rojects > £5m	Source <sup>1</sup>																													
rojects > £5m		Estates Owner	Estates Owner	Finance	Finance Finance PM/QS	Finance PM/QS Fin	nance PM	PM PM	PM PM	PM	PM PM	PM I	PM PM	PM	2348 4258 Accurate P0	d Forecast 21.07/18 7118 Seend TO Finance	Aug-18 Sep-18 PM PM	Oct-18 PM	PM PM	ns Jan-ns		PM PM		PM PM	NA 1899 Accurs	End Forecast Spe 1879 Sound TO 19	PM PM	Financial Year 202 Foncast Invoices Foncast General 2021 General PM	94/99 Gnand Yans	n Grand
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D160004	Attenborough Tower Refurbishment	John Pointon	Majors	Capital	£ 55,015,304 £ 118,135	£ 54,897,109 £ 55,015,304	89,316				0 19,214	-0.794	18.400 0		28,819 28,819	118,135										118,135		118,135 4,097,329 4,215,464	4.120.140 0.341.012 *******	
	MSB Phase I Refurbishment					£ 50,682,399 £ 50,781,333	74,294	0 0	0		0 16,282				24,640 24,640	98,934										98,934	0 0	98,934 3,783,960 3,882,894		
D160005	Charles Wilson Building Student Svs	Steve Alcost			£ 43,349,393 £ 107,850	£ 43,241,543 £ 43,348,383	85,300	0 0	0	0	0 14,817	-6,596	14,329 0		22,550 22,550	107,850	269,055 269,05	55 269,055	209,055 209	209,055	209,055	209,055 209,0	55 269,055	209,055 209,055	0 3,228,655	3,336,505	0 8,251,204		0,701,004 ########	0 00000000
C170006	Multi-Disciplinary Laboratory	Steve Alcost	Majors	Capital	£ 38,100,000 £ 78,755	£ 38,021,245 £ 38,100,000	59,920	0 0	0	0	0 11,726	-6,863	12,972 0		18,835 18,835	78,755	236,555 236,55	55 236,555	236,555 236	1,555 236,555	236,555	236,555 236,5	55 236,555	236,555 236,555	0 2,838,665	2,917,420	0 2,857,500	5,774,920 5,000,000 ****************************		****
C170002	Teaching and Learning Ceribe	Shuart Todd	Majors	Capital	£ 30,300,000 £ 1,230,922	£ 29,069,078 £ 29,638,267	640,210	0 61,488	0 129,70	161,220	88,296 89,902	-20,478	69,598 10,978	274,712	965,424 965,424	1,605,634	1,429,679 1,429,67	79 1,439,679	1,429,679 1,429	1,439,679	1,429,679 1	1,429,679 1,439,6	79 1,439,679 1	429,679 1,429,679	0 ********	18,891,782	0 *******	######################################	0 *******	0 ####### -001,7
C170000	Percy Gee East Wing Development	lan Carey	Majors	Capital	£ 21,193,000 £ 2,404,891	£ 18,788,109 £ 21,235,690	834,276	37,299 118,919	7,494 37,27	75,987	146,228 229,884	144,903 2	33,048 539,582	677,811 2,	248,426 2,248,426	3,082,702	972,564 1,198,62	24 583,620	1,301,719 1,901	1,501,295	1,082,233 1	1,045,989 972,9	20 1,514,910 1	538,504 2,149,667	0 ********	18,956,828	0 1,999,415	279,447	0 *******	0 ######## 42,6
C160000	Space Park	James Peake	Majors	Capital	£ 20,400,000 £ 683,826	£ 19,710,174 £ 20,400,000	891,218	2,400 2,692	1 2,90	-401,530	112,904 81,227	1,200	52,598 18,221	35,000 -	172,392 -172,392	718,826	97,000 96,00	96,000	97,000 97	7,000 93,000	270,000	700,000 975,0	00 1,200,000 1	400,000 1,525,000	0 6,646,000	7,364,826	0 *******	******* 503,295 *********	0 *******	0
	Brookfield House Refuts Business School	James Peake	Majors	Capital	£ 15,000,000 £ 2,344,141	£ 13,455,859 £ 15,800,000	680,508	74,966 298,698	228,006 209,96	105,143	102,780 222,168				950,361 2,950,381	3,633,809	2,100,179 1,464,72	1,372,936	1,327,345 1,372	2,936 1,140,136	1,509,136 1	1,714,858		10,925	0 *******	15,644,058	0 155,942		0	0 *******
D160003	Public Realm Works - Car Park	John Pointon	Majors	Capital	£ 12,000,000 £ 16,167	£ 11,983,833 £ 12,000,000	0	0 0	0	0	0 11,007	-054	5,823 0	79,885	96,052 96,052	96,052	492,829 492,82	9 492,829	492,829 492	2,829 492,829	492,829	492,829 492,8	29 492,829	492,829 492,829	0 5,913,948	6,010,000	0 5,990,000		0 ********	0 #######
	Radiology Labs and Additional Prep Room		Majors	Capital	£ 10,000,000 £ -	£ 10,000,000 £ -									0 0	٥									0 0	0	0 0	0 0 0	0 0	0 0 ********
	Priority Capital Projects (including Research Institutes)		Majora			£ 10,000,000 £ -									0 0	0									0 0		0 0	0 0 0	0 0	0 0 ********
	If Inhastructure (Equipment)		Majors			£ 10,000,000 £ 10,000,000								2,000,000 2,	000,000 2,000,000	2,000,000	166,667 166,60	166,666	166,667 166	1,667 166,666	166,667	100,007 100,0	66 166,667	100,007 100,000	0 2,000,000	4,000,000	0 2,000,000	6,000,000 2,000,000 8,000,000		0 ********
	Space Park Phase 2	John Pointon	Majors			£ 10,000,000 £ 10,000,000						0	0 0		0 0	0									0 0		0 0	0 0 0		
	Public Realm - University Road	James Peake				£ 7,912,790 £ 8,000,000	39,970	0 0	0	0	0 65,947	-27,093	8,386 0		89,605 89,605	129,575	89,695 89,60		89,895 89					89,895 89,895	0 1,076,340	1,205,915	0 4,000,000	5,205,915 1,500,000 6,705,915		0 8,000,000
	Research Idrastructure (Equipment)					£ 7,500,000 £ 7,500,000									500,000 1,500,000	1,500,000	125,000 125,00			5,000 125,000		125,000 125,0		125,000 125,000	0 1,500,000	3,000,000	0 1,500,000	4,500,000 1,500,000 6,000,000		0 7,500,000
lot Estates5	Research Equipment Additions (not ITS or RF)		Majora	Capital	£ 6,764,776 £ -	£ 6,764,776 £ 6,764,776								378,125	378,125 378,125	378,125	31,510 31,51	10 31,511	31,510 31	1,510 31,511	31,510	31,510 31,5	11 31,511	31,510 31,511	0 378,125	756,250	0 584,477	1,340,727 1,139,527 2,480,254	4,284,522 6,764,776	0 6,764,776
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	Chamwood Campus R&D incubator					£ 4,457,529 £ 4,636,921	52,080	-17,588 11,826	0 69	15,804	2,400 72,572			-	120,392 120,392	172,472								200,000 200,000	0 2,299,671	2,472,143	0 2,000,000	4,472,143 164,788 4,636,931		0 4,636,931 6,9
	Freemens Common Social Space		Majora			£ 2,995,056 £ 3,000,000					0 2,346				4,944 4,944	4,944	122,236 125,00		125,000 125					125,000 125,000	0 1,497,236	1,502,180	0 1,497,820	3,000,000 0 3,000,000		0 3,000,000
	Freemens Cottages Refutbishment	Shuart Todd	Majors			£ 2,995,056 £ 3,000,000					0 2,346	-166	2,764 0		4,944 4,944	4,944					125,000				0 1,497,236	1,502,100	0 1,497,820	1,000,000 0 1,000,000		0 3,000,000
	General Equipment Additions (not ITS or RIF)	James Gerides				£ 2,500,000 £ 2,500,000 £ 171,399 £ 2,121,798	618.507	200.007	240.431 21115	7440	78.007 4/ ***	442.700			500,000 500,000 418,542 1,418,542	500,000 2,007,049	41,667 41,60	ar 41,666	41,667 41	1,667 41,666	41,667	41,667 41,6	66 41,667	41,007 41,006	0 500,000	1,000,000	0 500,000	1,500,000 500,000 2,000,000 2,121,798 0 2,121,798	500,000 2,500,000	0 2,500,000
	Domestic water system improvements MSB Dissection Suite Returb	James Geddes				£ 171,399 £ 2,121,798 £ 2,100,000 £ -	618,507	290,007 211,113	249,431 211,15	7,410	/8,697 -44,190	143,798 1	D4,465 48,183	50,440 1,	410,542 1,410,542	2,037,049	64,749								0 84,749	2,121,798	0 0	2,121,798 0 2,121,798	0 2,121,798	0 2,121,798 -28,2
	Result Building lecture theatres lower	Mattin				£ 2,100,000 £ .					0 12 000	10.055	31,810 10,200		74,654 74,654	74.054										74.054	0 1525000	1,599,654 0 1,599,654		0 1,599,654 199,6
	Bennet Building lecture theatres lower Innovation Hub (LHI)					£ 1,325,346 £ 1,599,654 £ 732,196 £ 1,029,829	14.045	8,000 4,000	1200 700	19471			31,010 10,200 76,656 142,569		74,054 74,054 590,942 590,942	74,654	250,000 159,80	20							0 409,803	1,023,691	0 1,525,000	1,599,654 0 1,599,654 1,029,829 0 1,029,829		0 1,599,654 199,6
rojects £500k -£1m							0.0	1200	1,000 7,000	10001	V 2,305		142,500	2013000	100	41-2,000	2,00,000	000	eva -		EVA.		eva.	NA DA	400,000	1,000,0001	4,00	-,,	0 1,000,000	
	RKCSB Rationalisation of Water Services	Ged McCrea	LTM	Capital	E 900.000 E 05200	E 834.720 E 897.375	22,386	5,946 0	0	6.400	20,949 2,504	6.107		17.623	59,517 59,517	82,903	70.822 70.82	20 70.833	70.822 70	1822 70 833	70,823	70.022 70.0	22 70,822	70,833 25,309	0 814.472	897,375		897,375 0 897,375	0 897,375	0 897,375 -2,6
	Att. Tower Paternoster Replacement					E 785.878 E 874.754		0 0			0 64,535				70,754 70,754	78,754								74,000 76,000	0 785,000	854,754	0 10,000	874,754 0 874,754		0 874,754 10,1
	ASDEC (Equipment)					£ 770,000 £ 770,000					2,000		14,000	0	0 0			2.,.00							0 0		0 0	0 0 0	770,000 770,000	0 770,000
	Henry Welcome Krice G3	MattFirt				£ 45,249 £ 750,000		5,400 27.864	3,360 119,65	247,543	291,055 1,863	0	7,010 0	19,991	723,742 723,742	723,742	15,000			3,250	8,000				0 26,258	750,000		750,000 0 750,000		0 750,000
	DWL Silent & Collab Learning Space					£ 667,363 £ 732,637						0			92,637 92,637	92,637	140,000 250,00	0 250,000		-					0 640,000	732,637	0 0	732,637 0 732,637		0 732,637 32,6
	Non-Residential DX items building remedi	Luke Gisborne				£ 540,534 £ 50,466	0	0 0	3,318 9,00	12,705	858 2,084	6,211	4,977 20,300		59,466 59,466	59,466									0 0	59,466	0 0	59,466 0 59,466	0 59,466	0 59,466 -540,5
	Archaeology Reroofing works	MatFirt				£ 108,506 £ 485,734	204,336	40,302 190,643	8,111 19,15	0	0 0	0	15,112 0		201,398 201,398	405,734									0 0	485,734	0 0	485,734 0 485,734	0 485,734	0 405,734 -108,5
	George Poder Lecture Theatre Retubishm		Majors	Capital		£ 817,287 £ 839,699						700	5,597 18,394		124,699 124,699	124,699	250,000 300,00	100,000	50,000						0 700,000	824,699	0 15,000	839,699 0 839,699	0 839,699	0 839,699 -2,2
	Adrian Building Fire Alarm Replacement	Ed Rowlands	Majors	Capital	£ 507,500 £ 92,230	£ 415,270 £ 250,230		0 0	0 1,92	20,230	0 2,016	7,352	56,929 3,783	66,000	158,230 158,230	158,230	85,000							7,000	0 92,000	250,230	0 0	250,230 0 250,230	0 250,230	0 250,230 -257,2
	Residences Projects Reqd D&K Survey	Luke Gisborne		Campus Senices 17-18		£ 500,000 £ -					0 0		0 0		0 0	0									0 0	0	0 0	0 0 0	0 0	0 0 -500,0
	Autiey Clarks Decart Works		Space			£ 357,778 £ 497,222							25,804 2,797		242,222 242,222	242,222	140,000 100,00	10,000							0 250,000	492,222	0 5,000	497,222 0 497,222		0 497,222 -2,7
	Enabling Works Decard Project	Sarah Peacock	Space			£ 453,601 £ 99,845					21,541 1,720				79,845 79,845	79,845	20,000								0 20,000	99,845	0 0	99,845 0 99,845	0 99,845	0 99,845 -400,1
	CCTV Compliance Works - Business Systems	Andrew Gahagan		LTMM	£ 500,000 £ 337,589	£ 162,411 £ 449,209		0 0	0	52,620	175,908 408	1,536	57,910 49,207	111,600	449,269 449,269	449,209									0 0	449,269	0 0	449,209 0 449,209	0 449,269	0 449,269 -50,7
rojects < £500k					E E		INIA INIA	. ANA ANA	BNA BNA	mA I	INA INA	PNA B	NA BUA	INA I	NA.		BNA BNA	MUL	PN/A PN/A	A MUA	INX	PNA PNA	FNA	NA PNA	1		0 PNA	NA.	ma ma	
	DWL & FJB Office Decards					£ 343,053 £ 434,947						0			204,947 204,947	284,947	120,000							30,000	0 150,000	434,947	0 0	434,947 0 434,947		0 434,947 -33,0
	R22 Replacement (Phase 2) Additional Campus Accommodation	Mike Smith				£ 453,016 £ 456,340 £ 451,085 £ -							0 1,662		1,662 1,662	1,662	37,890 37,89	37,890	37,890 37	7,890 37,890	37,890	37,890 37,8	90 37,890	37,890 37,890	0 454,678	455,340	0 0	456,340 0 456,340	0 456,340	0 456,340 1,6
	Additional Campus Accommodation  Centre for Medicine -Hampretive Design					£ 451,085 £ - £ 333,120 £ 441,449	0	0 0	0		16.126 0	0	0 0		0 0	108,329	70.633 82.25								0 233,120	441,449	9	441,449 0 441,449	0 0	0 0 451,0
	Centre for Medicine -Herpretive Design  Adrian passive fire stopping review	Gall Ruddle  Ed Rowlands	Melon			£ 333,120 £ 441,449 £ 399,720 £ 129,300		0 69,960	7,800 11,65		16,126 0 3,600 6,300	0 000	4800 4200		108,329 108,329	108,329	/0,633 82,20	au 82,290	97,907						u 333,120	129,300	0 0	441,449 0 441,449 129,300 0 129,300		0 129,300 -305,7
	Acrosn passive tre stopping review Freemens Common Creative Senices		Majora			£ 118,045 £ 316,955	216.065	0 0		0 0	0 0	0	0 0		0 0	316,955										216,955	0 0	316,955 0 316,955	0 129,300	0 316,955 -110,0
	Various Suidings - DX Berns Low/Medium	Luke Glabome				£ 118,045 £ 216,055 £ 263,580 £ 26,420	310,000	0 0	2219				4,977 14,907		36,420 36,420	36,420										36,420		36,420 0 36,420	0 316,955	0 36,420 -363,5
	MSB CAT 3 Labs (CAT 2 LABS)	Luke Gale				E 208.101 E 249.899							41,899 0		116,899 116,899	116,822	66,000 76,00	0 81.000							0 223,000	229,899	0 10,000	349,899 0 349,899	0 349,899	0 349,899 -1
	Security Lodge Silver Control Room	Luke Gale				£ 319,125 £ 330,875									170,875 170,875	170,875	55,000 55,00								0 160,000	230,875	0 0	230,875 0 230,875		0 330,875 -0,1
M180008	George Poder Flue Upgrade	Chrispal Anand	LTM	Capital	£ 362,298 £ 17,412	E 344,886 E 298,412	0	0 0	0 1,53	. 0	0 0	0	330 15,540		17,412 17,412	17,412	281,000								0 281,000	298,412	0 0	298,412 0 298,412	0 298,412	0 290,412 -63,8
	Knighton Court Replacement Windows &Doors	Luke Gisborne	Mirors	Capital	£ 324,000 £ -	£ 324,000 £ -							0 0		0 0	0									0 0		0 0	0 0 0	0 0	0 0 -324,0
	Gas Network Checks Campus Wide	Mike Smith		LTMM		£ 135,000 £ 345,000					0	0	0 45,000	150,000	195,000 195,000	195,000			150	1,000					0 150,000	345,000	0 0	345,000 0 345,000	0 345,000	0 345,000 165,0
	Emergency Lighting asset listing academi	Nell Hurt		LTMM	£ 300,000 £ 216,568	£ 83,432 £ 216,568					133,394 55,349		0 26,824		216,568 216,588	216,568 17,560									0 0	216,568	0 0	216,568 0 216,568		0 216,568 -03,4
	PRF Works	Neil Hurt		Capital		£ 265,320 £ 272,880					0	0	7,560 0	10,000	17,560 17,560	17,560	50,000 98,80	106,440							0 255,320	272,880	0 0	272,880 0 272,880	0 272,880	0 272,880
rojects £100k -£250k					£		INIA INIA	. FNA FNA	INA INA	INA I	INIA INIA	INA I	NA MIA	PNA I	INA		INA INA	mu.	INVA INV	A MIA	INA	ENA ENA	FNA	NA INA			0 PNA	RVA.	ma ma	
	Diedrical Lab Refublishment	Luke Gale				£ 240,928 £ 275,072					0 0		5,104 3,860		29,072 29,072	29,072	60,000 60,00	000,000	60,000						0 240,000	269,072	0 6,000	275,072 0 275,072		0 275,072 25,0
	Freemens Common Res Infrastructure Asset	Jan Laif				£ 133,126 £ 250,000					0 79,325	-6,531	26,366 6,714		116,874 116,874	116,874				27,595					0 27,595	144,469	0 105,531	250,000 0 250,000		0 250,000
	Fixed Wire Testing - Academic	Chris Souter				£ 11,405 £ 311,405	256,650	820 -37	849	2,829	0 294	0	0 0		14,755 14,755	271,405	20,000 20,00								0 40,000	311,405	0 0	311,405 0 311,405		0 311,405 61,4
	David Wilson Library Post Grad remodel					£ 45,798 £ 232,000	59,678	117,115 90	0	8,318	0 0	0	0 0		125,524 125,524	185,202	46,70	20							0 45,795	232,000	0 0	232,000 0 232,000	0 232,000	0 232,000
	Meadow Court Lodge Alts. and Refurb	John Mason				£ 50,782 £ 173,218	133,019	10,041 0	13,332 12,84	0	1,882 -10,705	0	0 0	4,000	40,199 40,199	173,218									0 0	173,218	0 0	173,218 0 173,218	0 173,218	0 173,218 -46,7
	Engineering Flue Upgrade					£ 215,072 £ 154,096	0	0 4,096	0	0	0 0	0	0 0		4,096 4,096	173,218 4,096 62,316	150,000								0 150,000	154,096	0 0	154,096 0 154,096	0 154,096	0 154,096 -65,0
	LDEC Dispidations, Repairs & Upgrades					£ 145,877 £ 62,316	0	0 0	11,954 36	8,596	2,795 836	22,723	1,398 13,654		62,316 62,316	62,316									0 0	62,316	0 0	62,316 0 62,316	0 62,316	0 62,316 -145,8
	Residential FRAFire Protection Works					£ 190,412 £ 9,588					0 0	0	9,588 0		9,588 9,588	9,588 592 14,727									0 0	9,588	0 0	9,588 0 9,588		0 9,588 -190,4 0 54,592 -145,4
	MSB Chiler					£ 199,408 £ 54,592	29,572	0 0	521 -30,09	592	0 0	0	0 0		28,980 -28,980	592	54,000								0 54,000	54,592	0 0	54,592 0 54,592	0 54,592	0 54,592 -145,7
	Water Hygiene Risk Assessment & Remedial					£ 185,273 £ 14,727					0 0		3,552 3,300		14,727 14,727	14,727 59,501									0 0	14,727	0 0	14,727 0 14,727		0 14,727 -185,2
	Water Systems Legionella Risk Assessment Asbestos Removal 2017/18 Academic	Chris Smith James Geddes				E 140,499 E 59,501	0	230 0	22,636	0	4,547 0	12,701	3,552 15,654 57,567 2,864		59,501 59,501 34,255 34,255	59,501 34,255									0 0	59,501 34,255	0 0	59,501 0 59,501 34,255 0 34,255	0 59,501	0 59,501 -140,4 0 34,255 -165,7
	Asbestos Removal 2017/18 Academic  Emergency Lighting asset listing Residen					£ 182,745 £ 34,255 £ 52,994 £ 147,006		4,601 24,612	2,984 12,02	10,560	6,245 991 138,150 8,856	1,930	67,587 2,884		34,255 34,255 147,006 147,006	34,255 147,006										34,255 147,006	9	34,255 0 34,255 147,006 0 147,006	0 147,006	0 147,006 -52,9
	Emergency Lighting asset listing Residen  Clivedon Garage demolition	Nell Hurt Luke Gale				£ 52,994 £ 147,006 £ 111,678 £ 72,712			6047		0 24.337		0 10.554		147,006 147,006 70,712 70,712	147,006 70,712					2000				0 0	147,006 72,712	0 0	72,712 0 72,712	0 147,006	0 147,006 -52,9
		Luke Gale Andrew Gahagan				£ 111,078 £ 72,712 £ 150,000 £ 150,000		0 0	6,047		0 24,337	304			70,712 70,712 18,000 18,000	18,000	10,000 10,00	0 10,000	10,000 10	1000 12000	2,000	18,000			0 122000	150,000	0 0	72,712 0 72,712 150,000 0 150,000		0 72,712 -80,2
	Electronic Plantroom Door Locks																													
M180032			LTM.			c 90,000 c 30,000																							0 20,000	0 30,000 000
M180032 R180036	Electronic Plantoom Door Locks  Gas Network Check (Residential)  Repair to Foul Whate Stacks (Addan)	Mike Smith	LTM	Campus Services 17-18	£ 120,000 £ 30,000	E 90,000 E 30,000 E 146,856 E 146,856							0 30,000		30,000 30,000 146,856 146,856	33,000 145,855									0 0	30,000 146,856	0 0	30,000 0 30,000 146,856 0 146,856	0 30,000	0 30,000 90,0

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Project Code	Project Description	Estates Project Lead	Project Category	Project Category (Financial Programme Financial Grouping	Total SAP Cost to Authorised Date	Certified to Balan Date (gross) Remail	ce Forecast Out- Spend to 19717 te PM/QS Finance			Year 2017/18 - Forecast /			Spend Invoices Y	Sp or End Forecast 31	and to 07/18		Financial Year 2018/19 - Forec		Spend Invoices Year End	Financial Year 2019/26 - Fo (Approved Invoices Forecast Spend Invoices Year 9 Seaset TD 19/00 19/00 Account	Pinancial Year 2020 - 2022 - Foreign Forecast Invoices Forecast Invoices Forecast Invoices 4939 Gnand 2629 Gnand 2629	Forecast Future	Forecast Variance
	Source <sup>1</sup>	Estates Owner	Estates Owner	Finance	Finance Finance	PM/QS Finan	te PM/QS Finance	Aug-17         Sep-17         Oct-17         Nov-17         Dec-           PM         PM         PM         PM         PM						rain 17118 Second TD FI	and to 07/18 Aug-18 Sep-19 ance PM PM	PM PM PM	PM PM PM	Npr-19 May-19 Jun-19 Jul-19 PM PM PM PM	17/10 18/10 Accurate 18/11	Forecast Spend Invoices Year 9 Second TO 1970 4970 Accord PM PI	A PM PM	Grand Years	Stand
EM180010	21 University Rd Heating Mains Install				£ 145,194 £ 10,272	£ 13	,922 £ 158,974	0 0 210	0 4,500	0 0			52,406 52,406 70,980 70,980	52,406	106,568				0 106,568	158,974 0 0	158,974 0 158,974 0	0 158,974 0	158,074 13,780 70,580 -73,020 127,500 402 92,258 -32,741 112,407 -7,593 237,134 117,134 95,054 -19,145
EM180022 EM180024	College Court Fire Stopping Remedials Physics Building Goods Lift Replacement	Luke Glabome Mike Smith	LTM		£ 144,000 £ 70,980		620 £ 70,980				,120 3,555 11 ,951 35,951 3	1,991	70,980 70,980	70,980					0 0	70,980 0 0		0 70,980 0 0 127,902 0	70,980 -73,020
EM180024	Physics Building Goods Lift Replacement Site wide roof risk assessments/morove.		LTM		£ 127,500 £ 74,932 £ 125,000 £ 2,25		568 £ 127,902			0 25,	951 35,951 :	6 90,000	127,902 127,902	127,902					0 0	127,902 0 0		0 127,902 0	127,902 402
ER170025	Lightning Protection (Gadby)		LTM		£ 120,000 £ 40,710		285 £ 112,407 18,7	21,936 0 0	0 0		259 0	0 45,092	127,902 127,902 92,259 92,259 68,628 68,628	87,407	25,000				0 25,000	92,259 0 0 112,407 0 0		0 112,407 0	112,407 -7,593
ER170032	Landun Rationalisation of Water Systems	James Geddes	LTM		£ 120,000 £ 177,034	-£ 5	,034 E 237,134 13,71		0 0	0 154,170	0 3,900	0	163,318 163,318	52,406 70,980 127,902 92,259 87,407 177,034 95,054	28,100 32,0				0 60,100	237,134 0 0	237,134 0 237,134 0	0 237,134 0	237,134 117,134
EA160018	Manor Road Sports Ct Raised Access Floor	John Mason		Ext Funded Cash flow 17- 18	£ 114,199 £ 95,054	£ 19	,945 £ 95,054 93,0-	2,014 0 0	0 0	0 0	0 0	0	2,014 2,014	95,054					0 0	95,054 0 0	95,054 0 95,054 0	0 95,054 0	95,054 -19,145
EW180014 EM170024	MSB - Returb Rooms G31 to G39 PGR Additional spaces	Luke Gale Gall Ruddle			£ 110,000 £ 57,800		.194 £ 57,806	47 0 0		1,754	242 55,600	200	163,318 163,318 2,014 2,014 57,806 57,806 -17 -17	57,806 151,287					0 0	57,896 0 0 151,287 0 0		0 57,806 0	57,806 -52,194 151,287 49,287
Projects £25k - £1006 EM180027	Purchasis and appears	COST POLICE		Linux	E . E .		and a large man	DIA DIA DIA DIA DI	A MA M	N DEA PAGE	MA N	A ENA	ana.	13.30	INA INA	RIA INA INA	INIA INIA INIA	INA INA INA INA		1 504	ma ma	m.A	101,200
	Academic FRAIFire Protection Works		LTM	LTMM	£ 100,000 £ 34,891	£ 60	,129 £ 34,891			0	0 2,024 32	1,000	34,891 34,891	34,091					0 0	34,891 0 0	34,891 0 34,891 0	0 34,891 0	34,891 -65,109
ER180031	Stamford Dining Block & Tutor Sets Re-Ro	James Geddes			£ 100,000 £ -	£ 100	000,000 2 000,000				0 0	0 10,000	10,000 10,000	10,000	60,000 30,0				0 90,000	100,000 0 0	100,000 0 100,000 0	0 100,000 0	100,000 0
ER180006 ED180010	Asbestos Removal 2017/18 Residential  LSP Outlet Improvements	James Geddes Jas Lail			£ 100,000 £ -		000 £ 8,300	886 2,336 15,880 9	1,947 0 7	(614 955 2,	904 -40,522	0 0,000							0 0	8,200 0 0		0 8,300 0	8,300 -91,700
EM180003	Plantroom and Riser Surveys - P8000831	Neil Hurt	LTM		£ 95,010 £ 95,987		016 £ 57,800	0 0 0	0 0	0 0	0 39,600 11		57,600 57,600	57,600						57,000 0 0		0 57,600 0	57,600 -38,016
ER170018	Naon D block internal decorating	John Masson		Campus Senices 17-18	£ 94,804 £ 94,804		0 £ 94,604	0 89,249 0	0 5,355 0 -739	0 0	0 0	0	94,604 94,604	94,604					0 0	94,004 0 0	94,604 0 94,604	0 94,604 0	94,604 0
EC170004	School of Media, Comms and Sociology	Gail Ruddle		Capital	£ 92,000 £ 70,320		,680 £ 70,320 68,68	2,251 120 0	0 -739	729 -729	0 0	0	94,604 94,604 1,602 1,632 112,656 112,656	70,320					0 0	70,220 0 0	70,320 0 70,320 0	0 70,320 0	70,320 -21,680
EM180034 ER170014	Mary Gee Securing and Decommissioning Freemens Common Blocks Shower Pod Repl	James Geddes John Mason		Ext Funded Cashiflow 17- 18 Campus Senices 17-18	£ 90,000 £ 22,656 £ 87,000 £ 67,376	2 6	344 £ 112,656 624 £ 67,376 67,3		0 0	0 0	0 0 22		112,656 112,656	112,656					0 0	112,656 0 0 67,376 0 0	112,656 0 112,656 0 67,376 0 67,376 0	0 112,656 0 0 67,276 0	112,656 22,656
EA180001	Fraser Noble - Basement Lavatories	John Mason			E 90,001 E 6,92		855 E 98,926				0 6,575	142 90,000	0 0 96,926 96,926	57,600 94,604 70,220 112,656 67,176				2.000	0 2000	98,926 0 0		0 98,926 0	90,926 45
EC180007	HWS Kios Additional Works	MattFirs			£ 86,145 £ 8,615		500 £ -						0 0	0					0 0	0 0 0	0 0 0	0 0 0	0 -86,145
EW180016	Danielle Srown Sports Centre - Push Pads				£ 85,000 £ -		,000 E 85,000					0	0 0	79,288	80,0				0 80,000	80,000 0 5,000 80,288 0 0	85,000 0 85,000 0 80,288 0 80,288 0	0 85,000 0 0 80,288 0	85,000 0
ER160000 ER160025	FJB Cash Office Alterations John Foster blocks A , E internal dec	Luke Gale John Mason			E 84,000 E 64,288 E 80,000 E 65,471		712 E 80,288 529 E 65,471 65,4	0 4,576 1,890 5	0 0	378 10,565 25, 0 0	0 0	15,000	79,288 79,288					1,000	0 1,000	80,288 0 0	80,288 0 80,288 0 65,471 0 65,471 0	0 80,288 0 0 65,471 0	80,288 -3,712
ER160025 ER170026	John Foster blocks A_E internal dec John Foster - Quomdon & Regdale Int Dec	John Mason John Mason			£ 80,000 £ 65,471 £ 79,386 £ 69,677		529 £ 65,471 65,41 (709 £ 69,677 50,21	0 19382 0	0 0	0 0	0 0	0	0 0	69,671					0 0	65,471 0 0 69,677 0 0	65,471 0 65,471 0	0 65,671 0	69,677 -9,709
EA160022	CRF External Store	MatFirt		Capital	£ 78,000 £ 72,400	£ :	1,595 £ 72,405 18,23		1,390 0	0 0	0 1,401	0	54,185 54,185	72,405					0 0	72,405 0 0	72,405 0 72,405 0	0 72,405 0	72,405 -5,595
EM170015	Charles Wilson Sidg Refutb floors 8 & 9				£ 75,000 £ 77,046		,046 £ 82,046 76,61	259 0 0			729 7,729	0	259 259	77,046	5,000				0 5,000	82,046 0 0 14,931 0 0		0 82,046 0	82,046 7,046
EW180007 EM170027	Here for You Metering  Critical LEV Compliance & remediate	Chrispal Anand Neil Hurt	1794		E 73,775 E 14,931		,844 £ 14,921 ,400 £ 33,800	0 0 0	0 0 11		0 0	0	14,931 14,931	14,921					0 0	14,921 0 0		0 14,931 0	14,921 -50,844
EW180012	Critical LEV Compliance & remedials  Fume Cabinet Installation HWG 2111	Neil Hurt Luke Gale	LIM		£ 72,000 £ 33,000 £ 70,000 £ 5,72		400 £ 23,600 279 £ 72,721	0 0 0	0 0		0 16,800 10	0 47,000	54,185 54,185 359 359 14,301 14,001 33,600 33,600 52,721 52,721	65,471 69,677 72,405 77,046 14,931 33,600 52,721	20,000				0 20,000	23,600 0 0 72,721 0 0	33,600 0 33,600 0 72,721 0 72,721 0	0 23,600 0 0 72,721 0	72,721 2,721
EA170016	Adrian Building Rooms 248 + 249	Steve Parker			£ 70,000 £ 65,946		(051 E 67,449 4,51	0 1,080 0	0 0	0 0 60,	279 0	0	61,359 61,359	65,949	1,500				0 1,500	67,449 0 0	67,449 0 67,449 0	0 67,449 0	67,449 -2,551
ER170027	John Foster - Huncole, John O'Gaunt Dec	John Mason		Campus Senices 17-18	£ 66,528 £ 63,744		1,784 £ 63,744	0 63,744 0	0 0	0 0	0 0	0	63,744 63,744	63,744					0 0	63,744 0 0	63,744 0 63,744 0	0 63,744 0	63,744 -2,784
EA180002 ED180009	Hastings House Res G-House Cooling Proje 105 New Walk Retublishment	Luke Gisborne Luke Gisborne			£ 66,000 £ 300 £ 66,000 £ 66,710		805 £ 65,365 710 £ 66,710	395 0 0	0 0	0 0	0 0	0 65,000	65,395 65,395	65,395					0 0	65,385 0 0 66,710 0 0		0 65,395 0 0 66,710 0	16000 8 1500 4070 16 10 4070 16 10 5000 16 1
ER160024	106 New Walk Returbishment Landun C D E F & G blocks	Luke Glabome John Mason			£ 65,000 £ 66,710 £ 65,000 £ 59,320		710 £ 66,710 1,680 £ 59,320 59,33	0 0 0	0 0	0 0	0 0	0	66,710 66,710 0 0 65,065 65,065 55,265 55,265	66,710 59,320					0 0	66,710 0 0 59,320 0 0		0 59,320 0	50 100 -5 600
ER180002	Residential DX HS	James Geddes			£ 65,000 £ 85,095		,085 £ 85,085		0 55,186	0 9,526	0 3,024	0	85,095 85,095	85,095					0 0	85,085 0 0		0 85,065 0	85,095 20,095
EW170002	FJB Law Department Accessibility route	John Mason			£ 01,292 £ 55,265		1,027 £ 55,265	2,670 0 0 46	1,925 0	0 0	0 0 2	1,670	55,265 55,265	85,095 55,265					0 0	55,265 0 0	55,265 0 55,265 0	0 55,265 0	55,265 4,027
EM180038	R22 Air Conditioning septacement Phase 1	Mike Smith	LTM	LTMM	£ 61,200 £ -		200 £ - 448 £ 54,552				0 0	0	0 0	0 24,552 21,432	10,000 10,0				0 0	0 0 0		0 0 0	0 41,200
ED180007 EM180007	Miscellaneous Teaching Room Improvements  Annual asbestos re-inspections all sites	Matt First		Capital LTMM	£ 60,000 £ 14,552 £ 55,200 £ 21,432		,440 £ 54,552 ,760 £ 21,432			774 4.040	0 12,366 2	10,000	24,552 24,552 21,432 21,432	24,552	10,000 10,0	10,000			0 30,000	54,552 0 0 21,432 0 0	54,552 0 54,552 0 21,432 0 21,432 0	0 54,552 0	54,552 5,448
EM180035	Replace Distribution Scands in Charles W	Claire Newtone-Hill			£ 54,000 £ .		,000 £ 54,000		,,,,,,	,,,,	0 0	0 54,000	54,000 54,000	54,000					0 0	54,000 0 0	54,000 0 54,000 0	0 54,000 0	54,000 0
ER170019	Treroces Boiler replacement work	Jim Bereon			£ 53,210 £ 47,972		1,238 £ 47,972 2	0 0 47,762	0 0	0 0	0 0	0	47,762 47,762	54,000 47,972 45,706					0 0	54,000 0 0 47,972 0 0		0 47,972 0	54,000 0 47,972 5,238 45,706 4,294
ER180018	Southmeades 14 Shower Cubicle Replacemen	John Mason			£ 52,000 £ 45,700		1,294 £ 45,705			0 0 45,	706 0	0	45,706 45,706	45,706	50,288				0 0	45,706 0 0 50,288 0 0	45,706 0 45,706 0	0 45,706 0	45,706 -6,294
ER180040 EM180023	Naon E Block Internal Decorating  Replace Small Goods Lift Computer Centre	John Mason Mike Smith	i TM		£ 50,200 £ -	£ 50	200 £ 50,200 204 £ 50,506			0 17	839 21,747	0 15000	54,000 54,000 54,000 47,762 47,762 45,766 0 0 0 50,566 50,566 10,000 50,000 50,000	0 50,586 10,000 50,000 46,974	50,288				0 50,288	50,586 0 0	50,288 0 50,288 0 50,586 0 50,586 0	0 50,288 0 0 50,586 0	21,432 33,748 54,000 0 0 47,972 - 5,238 45,706 - 4,294 50,388 0 50,586 - 394 40,000 -10,000 50,000 -23,016 44,974 -3,026 0 -47,120
ER170009	Stamford Kitchen 2017 PS000337			Campus Services 17-18	£ 50,000 £ -	£ 50	000 £ 40,000	0 0 0	0 0		0 0	0 15,000 0 10,000 0 50,000	10,000 10,000	10,000	10,000 10,0	10,000			0 30,000	40,000 0 0	40,000 0 40,000 0	0 40,000 0	50,586 294 40,000 -10,000 50,000 -93,016
EM180021	RKCSB Steam		LTM		£ 143,016 £ -		,016 £ 50,000			0	0 0	0 50,000	50,000 50,000	50,000					0 0	50,000 0 0		0 50,000 0	50,000 -93,016
EM170025 EM180030	Engineering Social Space David Wilson Library Roof repairs	Gall Ruddle Claire Newlove-Hill	LTM		£ 50,000 £ 46,974 £ 47,120 £ -		1,026 E 46,974 6,60 120 E -	25,749 6,912 7,508	-20 -20	-60 300	0 0	0	40,369 40,369						0 0	40,974 0 0	46,974 0 46,974 0	0 46,974 0	46,974 -3,026 0 -47,120 60,338 13,347
EM180016	Bennet Furne Cabinet LG13		LTM	Capital	£ 47,120 £ -	£ 20	653 £ 60,338	0 0 0	0 2,880			1,868 43,000	60,338 60,338	60,338					0 0	60,238 0 0	60,338 0 60,338 0	0 60,338 0	60,338 13,347
EM180039	Add Lightning Protection around Main Carn	Chris Souter	LTM	Capital	£ 46,000 £ -	E 40	,000 E 46,000				0 0	0 46,000	46,000 46,000	45,000					0 0	46,000 0 0	46,000 0 46,000 0	0 46,000 0	46,000 0
EC180006 EW180004	Fraser Noble Wall Removal Rm 0.14 & 0.15 MSS G45 IT Store to Office Conversion	John Mason			E 45,000 E -		- a coa				0 0	0	22,017 22,017	22,017					0	0 0 22,017 0 0	22,017 0 22,017 0	0 0 0	60,338 13,347 46,000 0 0 22,017 -21,983
EM180028	MSB G45 IT Store to Office Convention  MSB 3nd Floor Contidors Flooring Replace	Steve Parker James Geddes	LTM		£ 44,000 £ 22,017 £ 43,000 £ 44,155		,983 E 22,017 ,159 E 44,159	0 0 5,418	0 16,599		795 16,825	540	22,017 22,017 44,159 44,159	22,017 44,159					0 0	22,017 0 0 44,159 0 0	22,017 0 22,017 0 44,159 0 44,159 0	0 22,017 0	22,017 -21,983 44,159 1,159 0 -41,758
EW180015	Big Data Initiative LGH	Luke Gale			£ 41,750 £ -		758 £ -		0		0 0	0	0 0						0 0	0 0 0	0 0 0	0 0 0	0 41,758
EM180044	Replace & Enhance UPS equipment in PRF	Chris Souter		Minor Works	£ 41,725 £ -	£ 41	725 E -					0 41,725								0 0	0 0	0 0	
ER180008 ER160026	Knol Water System Rationalisation	Ohris Smith	LTM		£ 40,520 £ 13,057		,463 £ 13,057	0 0 5,265	0 0 7	,441 351	0 0	0	13,057 13,057	13,057					0 0	13,057 0 0	13,057 0 13,057 0	0 13,057 0	13,057 -27,463
EM170036	John Foster blocks G&P Int dec Temporary Chiller for the MSB	John Mason Chris Souter	LTM	Campus Senices 17-18 LTMM	£ 40,000 £ 29,146 £ 40,000 £ 30,000	E 10	,854 £ 29,146 29,14 1,907 £ 70,093	0 0 0 30	0 0		0 0	0	0 0	13,057 29,146 30,093 36,109	30,000 10,0				0 40,000	29,146 0 0 70,000 0 0	29,146 0 29,146 0 70,093 0 70,093 0	0 29,146 0 0 70,090 0	29,146 -10,854 70,093 30,093
ER180005 ER180041	Southmeades Shower block Repl	John Mason		Campus Senices 17-18	£ 38,400 £ 36,106	ε :	1,291 £ 36,109	0 30,421 5,688	0 0	0 0	0 0	0	36,109 36,109	36,109					0 0	70,093 0 0 36,109 0 0	36,109 0 36,109 0	0 36,109 0	36,109 -2,291
	Bowder Court Block EE FFEGG Int Decorate	John Mason			£ 30,266 £ -		266 £ 38,266				0	0	0 0	0	38,286				0 38,266	38,266 0 0	38,266 0 38,266 0	0 38,266 0	30,266 0
ER180038 ER170000	Digby Coloured blocks internal decorate  Treroose Internal Decorating	John Mason John Mason			£ 38,072 £ -		,072 £ 38,072 ,441 £ 36,559 36,55		0 0		0	0	0 0	36,559	38,072				0 38,072	38,072 0 0 36,559 0 0	38,072 0 38,072 0 36,559 0 36,559 0	0 38,072 0 0 36,559 0	0 27,463 227,463 20,146 10,054 70,093 30,093 30,093 30,093 30,093 30,093 30,093 0 30,072 0 30,072 0 30,559 -1,441
EA180012	Bennett G12 & LG13 Retubishment	Luke Gale		one-per co-mark 17-18	£ 34,000 £ 36,556		,000 E - 20,500		- 0			0		20,228						0 0	0 0		
EW180017	RKCSB Rm1 22 Alterations - Training Ward	John Mason			£ 23,000 £ -		. a 000					0 23,000							0	0 0	0 0	0 0	0
EW180011 EM180037	Public Realm Security Works	MatFirt			£ 32,000 £ 10,446		554 £ 12,445		0	0 0	0 10,446	0 3,000	13,446 13,446 31,524 31,524 32,114 32,114	13,446 31,524 62,788					0 0	13,446 0 0	13,446 0 13,446 0	0 13,446 0	13,446 -10,554
EM180037 EM170031	Roof Risk Assessments - Non-Residential  Physics Data Centre - UPS batteries	James Geddes Chris Souter	List		E 31,524 E -		524 £ 31,524 0 £ 94,182 30,67	720 0 0	0 0		0 0	0 31,524	21,524 31,524	31,524 62,794	31,394				0 0 0	31,524 0 0 94,182 0 0	31,524 0 31,524 0 94,182 0 94,182 0	0 31,524 0 0 94,182 0	31,524 0 94,182 62,788
EM170039	Project Data Centre - UP's basenes Readson House Lift Controller	Mike Smith	LTM		£ 30,804 £ 30,804		- £ 30,804	20,804 0 0	0 0	0 0	0 0	0	30,804 30,804	30,004	-1,386				0 0	33,834 0 0	30,804 0 30,804 0	0 30,804 0	30,804 0
EW180006	PRF Security Improvements	MatiFirt		Minor Works	£ 30,000 £ -	£ 30	- 2 000	0 0 0	0 0	0 0	0 0	0							0 0			0 0 0	0 -30,000
EA180008 EM160022	Life insurance work re-Alliance	Mike Smith			£ 20,000 £ 500 £ 20,000 £ 70,415		497 £ 503				0	503	0 0 503 503 27,524 27,524	0 503 86,195	19,860				0 0	503 0 0 106,055 0 0	503 0 503 0	0 500 0	503 -29,497
EM180040	Add an Building Cladding concrete survey  Add Catalyst Filters PRF, CC & RKCSB Gen	James Ruddle Chris Souter	LTM		£ 20,000 £ 70,415		(415 £ 106,055 58)E	0 3,756 7,116	0 2	0 3.		0 15,780	27,524 27,524	86,195	19,860				0 0	0 0 0		0 106,055 0	0 -30,000
ER180037	Digby House, Lodge &Purple Block Int Dec	John Masson		Campus Senices 17-18	ε 29,888 ε -	£ 26	800 £ 29,800				۰	٥	0 0	0	29,888				0 29,888	29,888 0 0	29,888 0 29,888 0 19,861 0 19,861 0	0 29,888 0	29,888 0
EA170017	Heat Meter Installation at Main campus	Jim Berson		Ed Funded Cash flow 17- 18	£ 26,829 £ 19,861		1,908 £ 19,861 20,41	0 0 -630	0 0	0 0	0 0	0	0 0 430 430	19,801					0 0	19,861 0 0	19,861 0 19,861 0	0 19,861 0	20,004 0 0 -30,000 500 -20,407 106,055 76,055 0 -30,000 29,666 0 19,661 -6,966
EA170017 Projects £5k - £25k ER180039	Rosenfels Internal Decorating	John Mason		Campus Senices 17-18	E 24,161 E -		961 £ 24,161	INA INA INA INA	A MA M	N BUA AND	N MA M	A. EVA	RNA C		INA INA	THEN THEN THEN	ANA ANA ANA	NIA NIA NIA		5 MA	24,161 0 24,161 0		
EM180039	Rosenfels Internal Decorating  Health & Safety Contractors Audits				E 24,000 E 13,230		,661 £ 24,161 ,764 £ 13,236				424 1,012		13,236 13,236	13.236	24,101				0 24,61	13,236 0 0			24,161 0 13,236 -10,764
ER160011	Laedun Study Bedrooms A, B, LA Blocks	John Mason		Campus Senices 17-18	£ 24,000 £ 29,592	4 1	,592 £ 29,592 29,51	0 0 0		0 0	0 0	0	0 0	29,592						29,592 0 0	29,592 0 29,592 0	0 29,592 0	13,236 -10,764 20,502 5,592 22,425 0 21,000 0 15,502 4,448 16,461 -2,927 934 -34,316 0 -17,500
ER180016	Stamford Court & John Foster Facilities				£ 23,425 £ 23,425		0 £ 23,425			425 0	0 0	0	0 0 0 23,425 23,425 21,000 21,000 290 16,461 16,461 234 234	23,425					0 0	23,425 0 0		0 23,425 0	23,425 0
ER180030 EM170026	Coppice House Timber Window Refurb Percy Gee bio mass hopper	John Mason Chrispal Anand	1794		£ 21,000 £ -		,000 £ 21,000 1,440 £ 15,552 15,84		0 0		0 0	0 21,000	21,000 21,000	21,000					0 0	21,000 0 0 15,552 0 0	21,000 0 21,000 0 15,552 0 15,552 0	0 21,000 0 0 15,552 0	21,000 0
EA170021	Percy Gee bio mass hopper  MaTIC Building - Mechanical Cooling	Ohrispal Anand Jim Benson			£ 19,450 £ 15,552		1,648 E 15,552 15,64 1,977 E 16,481		0 0	0 0	0 0		16,401 16,401	10,002					0 0	15,502 0 0	15,552 0 15,552 0 16,461 0 16,461 0	0 15,552 0	15,552 -4,448 16,481 -2,977
EM180036	Add Surge Protection to key Main Panels		LTM	LTMM	£ 25,250 £ 93	£ 34	316 E 934				0 0	934	924 924	934					0 0	10,491 0 0 934 0 0	934 0 934 0	0 934 0	934 -34,316
EM180045	Replace Gas Suppression Cylinders, Physics	Chris Souter		LTMM	£ 17,500 £ -	£ 17	,500 £ -							0					0 0	0 0		0	0 -17,500
ER180015 EM180042	D.H. Southmeade House Soiler Replacement  Computer Ctr Fencing to External Plant		LTM		£ 16,802 £ 16,932 £ 16,800 £ -		. £ 16,922 800 £ 16,800			0 0 16,		0	16,932 16,932	16,932					0 0	16,932 0 0	16,932 0 16,932 0 16,830 0 16,830 0	0 16,932 0	16,932 0
ER170030	Computer Ctr Fending to External Plant Installation of AMR equipment and meters	James Geddes Jim Berson	L red		£ 16,706 £ 12,471		800 £ 16,800 L235 £ 13,471 17,10	0 0 3,635	0 0	0 0	0 0	0 16,800	-0,600 16,600 -3,634 -3,634	15,800					0 0	13,471 0 0	16,800 0 16,800 0 12,471 0 12,471 0	0 13,471 0	13,471 -3,235
ER180022	Village Hub Launderelle Alterations	John Masson		Campus Senices 17-18	£ 13,752 £ 12,336	£	.414 E 12,338			0 0	0 0 1	2338	16,802 16,802 16,800 16,800 -3,634 -3,634 12,338 12,338 1,482 1,482	13,256 20,002 23,425 21,000 15,502 16,401 0 16,002 16,000 13,471 12,236					0 0	16,922 0 0 16,800 0 0 13,471 0 0 12,338 0 0	12,471 0 12,471 0 12,338 0 12,338 0 1,482 0 1,482 0	0 16,002 0 0 16,600 0 0 13,471 0 0 12,338 0 0 1,462 0	16,802 0 16,800 0 13,471 -3,235 12,338 -1,414 1,402 -11,418
EM180017	The Grove Repairs	James Geddes	LTM	LTMM	£ 12,900 £ 1,48	£ 11	.418 £ 1,482		1	,152 330	0 0	0	1,482 1,482	1,402					0 0	1,482 0 0	1,482 0 1,482 0	0 1,482 0	1,402 -11,410

Fig. 1. Control of the Control of th



Prepared by Armp									2017/18 - Forecast / Actual (Appro					Financial Year 2018/19 - Fores			FinancialY	Fear 2019/20 - Forecast / Actual		
Project Code	Project Description	Estates Project Lead Project Category	Project Category (Financial Programme Financial Grouping Reporting)	Authorised SAP Cost to Budget	Certified to Balance Foreca Date (gross) Remaining Tu PM / CS Finance PM /	est Out- Spend to ern 31/07/17	Aug-17 Sep-17 Oct-17 Nov-17 Dec- PM PM PM PM PM PM				Spend Invoices Year End 1218 1218 Accurate 17		18 Oct-18 Nov-18 Dec-18 J			Jul-19 Spend Invoices	Year End Forecast Spend Inv	(Approved Invoices   Financial Ye   Oices Year End Forecast Invoices Fore   909 Accurate 1909 Senant 2009 Senant	cast Invoices Forecast Future and 96/99 Snand Years PM	Forecast Spend
EM180041	Source	Estates Owner Estates Owner	Finance	Finance Finance £ 12,546 £ 12,546	PM/QS Finance PM/	/QS Finance	PM PM PM PM PM	PM PM			PM	18 Green(TD Finance PM PM	PM PM PM	PM PM PM	PM PM PM	PM	PM F	PM PM	PM 12,546 0 12,546 0	
EM180041 EM180014	Physics Data Centre Cooling Fans  RKCSB room 527 & 528 wall removal	Chris Souter John Mason	LTMM	£ 12,546 £ 12,546 £ 12,000 £ -	E - E 1	12,546		0 11,607 -11,607		0 12,546	12,546 12,546	12,546				0 0	12,546 0	0 12,546 0 1	0 0 12,546 0	12,546 0
EW180013	Reset Access Terminal Infrastructure	John Mason	MinorWorks	€ 12,000 € 2,826	£ 9,174 £			2,826		0 0	12,546 12,546 0 0 2,826 2,826 5,016 5,016	2,826				0 0	2,826 0 12,678 0	0 2,826 0	2,626 0 2,626 0 2,678 0 12,678 0	2,826 -9,174
ER170031 ER160016	Kent House Bedroom Decoration  Stamford Dining Hall Accessibility Tolle	John Mason John Mason	Campus Senices 17-18 Campus Senices 17-18	£ 12,000 £ 12,678 £ 11,700 £ 9,909	4 678 E 1			0 0 0		0 0	12,546 12,546 0 0 2,826 2,826 5,016 5,016	12,678				0 0	12,678 0 9,999 0	0 2,006 0 0 12,078 0 1 0 9,009 0	2,678 0 12,678 0 9,909 0 9,909 0	12,678 678
ER180024	Stamford Dining Hall Accessibility Tolle Coppice Recycling Area	John Masson John Masson	Campus Senices 17-18 Minor Works	£ 11,700 £ 9,909 £ 11,634 £ 10,702	£ 1,791 £	10,702	0 0 0	0 0 0	0 10,702	0 0	10,702 10,702	2,826 12,678 9,909 10,702				0 0	10,702 0	0 9,009 0	1,702 0 10,702 0	12,546 0 0 -12,000 2,826 9,174 12,678 678 9,900 -1,731 10,700 932
EA180013	Crime Scene Room	John Mason	Ext Funded Cashflow 17- 18	£ 11,600 £ -	£ 11,600 £	-														
ER170033 EA170023	Kent Lodge Internal decorating  Danielle Brown Steam Room Tilling	John Mason	Campus Senices 17-18 Ed Funded Cashflow 17- 16	£ 11,577 £ 11,276	E 301 E 1	11,276 0		0 0 0		0 0	11,276 11,276	11,276				0 0	11,276 0	0 11,276 0 1	1,276 0 11,276 0	11,276 -301 0 -11,494
ER180034	Danielle Strown Steam Room Tilling  Naon Court E Block Kitchen, Outer Flat	Steve Parker John Mason	18 Campus Senices 17-18	E 11,494 E - 1	E 14,553 E 11,494 E E 1,002 E 1	10011	0 0 0	0 0 0		0 10,011	0 0 10,011 10,011 7,000 7,000 4,116 4,116 7,225 7,225 0,128 0,128 0,458	10,011				0 0	10,011 0	0 10,011 0 1	0 0 0 0	11,275 -301 0 -11,684 10,011 -1,002 7,005 -2,941 4,116 -5,884 7,225 -2,775 6,120 -3,672 9,458 84 0 -3,300 9,100 0 0,100 0 0,100 0 0 -3,500
EA180000	MSB Student Enquiry Counter	Steve Parker	Minor Works	£ 10,800 £ 7,859 i	7,859 £ 2,941 £	7,859	0 0 0	0 7,859 0		0 0	7,859 7,859	10.011 7,859 4,150 7,225 6,138 9,459				0 0	10,011 0 7,899 0	0 7,659 0	7,859 0 7,859 0	7,859 -2,941
EM180005 EA180006	Ad Hoc Fire Consultancy RKCSS Rms 406 & 406a replacement floor c	James Geddes John Mason	LTMM Ext Funded Cash flow 17-	E 10,000 E 4,116 E 10,000 E 7,225	£ 5,884 £	4,116	0 0 0	0 0 0	2,058 2,058 7,225 0	0 0	4,116 4,116	4,116				0 0	4,116 0 7,225 0	0 4,116 0	s,116 0 4,116 0	4,116 -5,884
ER180004	RKCSB Rms 406 & 406a replacement floor c Cadby Traka Reset	John Mason John Mason	18 Campus Senices 17-18	£ 10,000 £ 7,225 £ 9,800 £ 6,128	£ 2,775 £		0 1260 4869		7,225 0	0 0	7,225 7,225 6,129 6,129	7,225				0 0	7,225 0 6,126 0	0 7,225 0 0 6,128 0	7,225 0 7,225 0 5,128 0 6,128 0	7,225 -2,775 6.128 -3,672
EA180009	Criminology 154 New Walk Decoration	Slave Parker	Ext Funded Cashflow 17- 18	£ 9,374 £ 9,450 i	9,450 -E 04 E				9,	458 0	9,458 9,458	9,450				0 0	9,450 0	0 9,458 0	9,458 0 9,458 0	9,458 84
EW180003 ER160028	FJB int Office DDA Door Openers - PB0006  Mens talet refutbishment Stamford Hall	John Mason John Mason	Minor Works Campus Senioss 17-18	£ 9,360 £ -	3 000,0 3			0 0 0		0 0	0 0	0				0 0	0 0	0 0	0 0 0 0	0 4,360
ER160027	Ladies toler returb Tubrs block	John Mason		£ 8,900 £ 8,756	E 144 E			0 0 0	0 0		0 0	9,100 8,756					8,100 0 8,756 0	0 9,100 0 0 8,756 0	0,100 0 9,100 0 1,756 0 8,756 0	8,755 -144
EW150028	Ken Edwards Reception/Foyer Feas	Materia	Minor Works	£ 8,500 £ -	£ 0,500 £		0 0 0	0 0 0	0 0	0 0	0 0	0				0 0	0 0	0 0 0	0 0 0 0	0 -8,500
ER180042 ER180013	Naon E Block OuterFlat Bathm replace	John Mason		£ 8,500 £ -	£ 8,500 £	-				0								0 0	0 0	0
EW180013 EW180009	Manarcoft Lodge Path Replacements  Lichting Attentorough Tower Red	John Mason Chris Souter	Campus Senices 17-18 Minor Works	£ 8,400 £ 6,116 £ 8,000 £ 3,402	£ 2,294 £		0 0 2420	0 0 0		0 0	6,116 6,116 3,402 3,402	0,116				0 0	6,116 0	0 6,116 0	1,116 0 6,116 0	5,116 -2,284 3,400 -4,598
ER180028	Naco G, Flats 301-305 & 401-405 interns	John Mason	Campus Senices 17-18	£ 7,200 £ 6,588	£ 612 £	6,588	240		0 6,588	0 0	6,580 6,580	6,500				0 0	6,580 0	0 3,402 0 0 6,588 0	1,402 0 3,402 0 1,588 0 6,588 0	6,116 -2,284 3,402 -4,598 6,588 -612 5,360 -1,643
EA180007 EA180010	MSD Autoclave Alterations	Luke Gisborne	Ext Funded Cashiflow 17- 48 Ext Funded Cashiflow 17-	£ 7,000 £ -	£ 7,000 £				0 0	0 0 5,360	3,402 3,402 6,588 6,588 5,300 5,300 7,000 7,000 6,673 6,673 1,800 1,800	5,360				0 0	3,402 0 0,588 0 5,300 0 7,000 0	0 5,360 0	380 0 5,360 0	5,360 -1,640
EA180010 ER180029	RKCSB Kächenetis Room 312s Refurb  Naon Court Dog Spend	John Mason John Mason	Ext Funded Cashflow 17- 18 Campus Senices 17-18	£ 7,000 £ 230 £ 6,974 £ 6,673	2 073,0 3 2 100 3				6.673	0 0 6,670	7,000 7,000 6,673 6.673	7,000 6,673				0 0	7,000 0 6,673 0	0 7,000 0	7,000 0 7,000 0 5,673 0 6,673 0	7,000 0 6,673 -301
EM180000	MSD Morkary Enbalming Room Ventilation	Mike Smith	LTMM	£ 6,240 £ 1,890	£ 4,350 £		0 0 0	0 0 1,690	0 0	0 0	1,890 1,890	1,890				0 0	1,890 0	0 1,890 0	0 0 0 0	1,090 -4,350
ER180032	John Foster Facilities Building External	John Mason	Campus Senices 17-18	£ 6,234 £ -	£ 6,234 £				0	0 0	0 0	0				0 0	0 0	0 0	0 0 0 0	0 4,234
ER180017 ER180014	Landon J Block Flat 17 Kitchen Student BBGs CSV	John Mason John Mason	Campus Senices 17-18 Campus Senices 17-18	£ 5,640 £ 5,220	E 900 E			0 0 0	4,943 0 0 5,220	0 0	4,943 4,943 5,990 5,990	4,943				0 0	4,943 0 5,220 0	0 4,943 0 0 5,220 0	1,943 0 4,943 0 1,220 0 5,220 0	1,890 -4,350 0 -6,234 4,943 -900 5,220 -420
ER180023	Landon Recycling Area	John Mason	Campus Senices 17-18	£ 5,525 £ 5,838	€ 213 €	5,838				0 0	6,116 6,116 1,162 2,462 3,462 1,626 1,626 1,626 1,627 2,667 2,67 2,	3 All 20 5 A				0 0	5,838 0	0 5,838 0	5,038 0 5,038 0	0 118 2284 3.400 4258 6.686 412 7.000 0 6.677 301 1.600 4252 4.500
ER180025	Digby Recycling Ama	JohnMason	Campus Senices 17-18	£ 5,525 £ 6,654	€ 1,129 €	6,654		0	0 6,654	0 0	6,654 6,654	0,054				0 0	6,654 0 13,696 0	0 6,654 0 0 13,696 0 1	1,654 0 6,654 0	6,654 1,129
EM180002 ER180033	Adrian Building - feasibility intake sub  Roof Risk Assessments - Residential	Chris Souter LTM James Geddes LTM	Minor Works Campus Services 17-18	£ 5,400 £ 13,696 £ 5,112 £ -	£ 6,296 £ 1		0 0 0	0 7,200 0	0 0	0 6,496	13,696 13,696 5,112 5,112	13,696				0 0	13,696 0 5.112 0	0 13,696 0 1	1,696 0 13,696 0 5,112 0 5,112 0	13,696 8,296
Projects <£5k ER180012	HOST HIS ASSESSMENTS - PREDON'S	JAMES CARONIC L. TM	Camput Services 17-18	4 - 4 - 4		IN IA	ENCA ENCA ENCA ENCA ENC	. ma ma	INA INA INA	0 0 5,112	5,112 5,112 5NA	NA M	L BULK BULK BULK	INIA INIA INIA	FNIA BNIA BNIA	TNA 0	5,112 0	0 5,112 0	MA MA	5,112 0
	Kent Lodge External Door Replacement	John Mason	Campus Senices 17-18	E 4,800 E 3,494	£ 1,000 £	3,494	0 0 0	0 0 0	0 0	0 3,494	3,494 3,494	2,424				0 0	3,494 0 3,754 0	0 2,494 0 0 2,754 0 0 4,536 0	0 3,494 0 1,754 0 3,754 0	3,494 -1,306
ER160021 ER170037	Manarcorff Shower Room Refurb Olive Banks Cycle Park	John Mason John Mason	Campus Senices 17-18 Campus Senices 17-18	E 4,600 E 3,754 E 4,536 E 4,536	E 1,046 E	1,754 1,754		0 0 0	0 0		0 0 4,536 4,536	3,494 3,754 4,530 4,520 0				0 0	2,754 0 4,536 0	0 3,754 0	1,754 0 3,754 0 1,536 0 4,536 0	3,754 -1,046
ER170016	Stantord Food Court Office	John Mason	Campus Senices 17-18	£ 4,000 £ 4,120	E 80 E	4,120 4,120	0 0 0	0 0 0	0 0	0 0	0 0	4,120				0 0	4,120 0	0 4,120 0	1,120 0 4,120 0	4,120 -00
ER180027	Glebe Court Kitchens Structural Survey	John Mason	Campus Senices 17-18	£ 3,000 £ - £ 2,700 £ 2,507	£ 3,000 £				0 0	0 0	0 0	0				0 0	0 0	0 0	0 0 0 0	4,120 -80 0 -3,000 2,507 -193 1,000 -850 1,502 -120
ER160019 ER160026	Cabin Removal - Digby Hall Stable Cottage Structural Survey	John Mason John Mason	Campus Senices 17-18 Campus Senices 17-18	£ 2,700 £ 2,507 £ 2,000 £ 1,050	E 950 E		0 0 0	0 0 0	0 0	0 0	0 0 1,050 1,050 1,592 1,592	2,507 1,050 1,592				0 0	2,507 0 1,050 0	0 2,507 0 0 1,650 0 0 1,650 0 0 0 0 0 0	1,567 0 2,567 0 1,050 0 1,050 0 1,582 0 1,582 0 0 0 0 0	2,507 -193
EA180011	Camera Charging Station Baridfeld House	Slave Parker	Ext Funded Cash flow 17-	£ 1,712 £ 1,592 i					1,000	562 0	1,592 1,592	1,592					1,592 0	0 1,592 0	1,592 0 1,592 0	1,592 -120
EW180002	MA	MIA MIA	Minor Works	mia mia s	NA FNA E	-	0 0 0	0 0 0	0 0	0 0	0 0					0 0	0 0	0 0	0 0 0 0	0 #NA
EA180003 ER170035	Take Down Dividing Wall in Elm2-3 Kent Lodge power alterations	Steve Parker John Mason	Ed Funded Cashflow 17- 18 Campus Senices 17-18	£ 1,650 £ 1,650 £ 1,500 £ 1,119	a - a a 100 a	1,650	1,650 210 0	0 210 0	0 0	0 0	0 0 1,650 1,650 1,119 1,119	1,650				0 0	1,650 0 1,119 0	0 3,464 0 0 3774 0 0 4,508 0 0 4,500 0 0 4,500 0 0 5,500 0 0 1,500 0 0 1,500 0 0 0 0 0 0 1,500 0 0 1,500 0 0 1,500 0	0 023,1 0 023, 0 011,1 0 011,1 0 0	3.764 -1.306 3.756 -1.306 3.756 -1.306 0 -4.100 0 -3.000 1.500 -1.90 1.500 -4.90 1.500 -1.90 0 -1.000 0 -1.000 0 -1.000 0 -1.000 0 -1.000 0 -1.000 1.100 -1.000 0 -1.000 1.100
ER180043	Resement Half 2 Bolards	John Mason	Minor Works	£ 1,652 £ 1,452	2 - 2	1,119 0	1,119 0 0	0 0 0		1,452		1,119					1,119 0	0 1,119 0	0 01,110	0
EA180005	Heny Wellcome Insurance Works	Sue Barbuy	Ext Funded Cash flow 17- 18 Ext Funded Cash flow 17-	E 2 E 7,043	-£ 7,041 £		0 0 0	0 782 735	2,141 726 2,	,659 O	7,043 7,043 105,022 105,022	7,043 115,557				0 0	7,043 0	0 7,043 0 0 115,557 0 11	7,043 0 7,043 0 5,557 0 115,557 0	7,043 7,041 115,557 115,556
EA160023 EA160014	College Court Fine Computer Centre Flood - Insurance Claim	Jonathan Aldworth Sue Barbury	18 Ext Funded Cash flow 17-	E 1 E 115,557	£ 115,556 £ 11	15,557 10,535	30,474 61,393 1,324 10 34,861 6,570 0 0	0 0 0	3,288 -96,305 90,0 0 -86,706	910 0	105,022 105,022 45,275 45,275	115,557				0 0	115,557 0	0 115,557 0 11 0 0 0	5,557 0 115,557 0 0 0 0 0	115,557 115,556
EA170022	Charles Wilson Building Flood	Sue Barbury	18 Ext Funded Cash flow 17	£ - £ 16,165	£ 16,165 £ 1	16,165 1,375	3,877 406 0 3	312 0 0	0 0 7/	195 0	14,790 14,790	10,105				0 0	10,105 0	0 16,165 0 1 0 13,122 0 1	1,165 0 16,165 0	16,165 16,165
EA170015	Prosped House Water Leak	Sue Barbuy	18 LTMM Ed Funded Cash flow 17-	£ - £ 13,122	€ 13,122 € 1		0 0 0			0 0	0 0	16,165 13,122 22,478				0 0	16,165 0 13,122 0	0 16,165 0 1 0 13,122 0 1	1,165 0 16,165 0 1,122 0 13,122 0	16,165 16,165 13,122 13,122 32,478 22,478
EA170012 Completed Projects	Engineering Building Water Leak In Defects Liability Period	Sue Banbury	EXP-stose Castriou 17-	£ - £ 32,470	€ 32,478 € 3	12,478 12,570	36 79 369	359 3,431 0	1,481 77 9)	072 5,005	19,908 19,908	22,478				0 0	32,478 0	0 32,478 0 3	2,478 0 32,478 0	32,478 32,478
EC110001	Centre for Medicine	Jonathan Aldworth	Capital	£ 41,900,000 £ 39,755,410	£ 2,144,590 £ 39,71		2,100 -56,445 60 534				495,145 495,145	39,755,410				0 0	29,755,410 0	0	0	-2,144,590
ED120010	E Engineering Labs/Workshop Roof & Walls "complete"	lan Carey	Capital	£ 19,500,000 £ 17,722,445 £ 15,000,000 £ 14,806,923	£ 1,777,555 £ 17,96		170,807 4,404 0 0 0 0	943 510,747 62,249	-1,026,706 -1		405,145 465,145 -1 -1 3,600 3,600 555,342 555,342	17,999,999				0 0	17,999,999 0	0		-1,500,001
EC100000 EC170011	E Nixon Court New Block  Mary Gee Refurbishment "Cancelled"	Jonathan Aldworth Ian Carey	Capital Capital	£ 15,000,000 £ 14,806,923 £ 12,792,000 £ 824,118	£ 190,077 £ 15,0 £ 11,967,882 £ 82		0 0 0 201,061 32,512 121,337 246	0 0 0		0 3,600	3,600 3,600	14,806,923 212,000 824,110				0 212,000	15,018,923 0 824,118 0	0 824,118 0 85	,118 0 824,118 0	024110 00000000
ER170015	Beaumont Hall Refurbishment Phase 2	John Pointon	Capital	€ 3,985,770 € 4,342,876	€ 357,106 € 4,50	60,000 621,708	1,937,898 995,479 40,296 320	059 336,140 47,082	58,050 -22,628 8,	792 0 153,490	3,874,648 3,874,648	4,496,356	63,645			0 63,645	4,560,000 0	0 4,560,000 0 4,56	0,000 0 4,560,000 0	824,118 <b>***********************************</b>
ER160015 ER180009	Beaumont Half Refurb Block 6,7,8 & Rocki Mary Gee - Social Activities Bldc "Cancelled"	lan Carey	Capital Capital	£ 2,800,000 £ 2,836,499 £ 2,208,000 £ 58,814	£ 20,409 £ 2,83		0 0 0	0 0 0	64,281 -3,049 11,210 -5,280 3;	0 0	61,212 61,212 58,814 58,814	2,836,499				0 0	2,836,499 0 58,814 0	0 2,836,499 0 2,83 0 58,814 0 5	0,499 0 2,836,499 0 0,814 0 58,814 0	2,036,499 36,499 58,814 -2,149,186
EM180009 EM180013	Mary Gee - Social Activities Bidg "Cancelled"  Enkalon House Alteration Works	lan Carey Matt Fire	Capital	£ 2,208,000 £ 58,814 £ 1,647,000 £ 1,035,416	£ 2,149,186 £ 5 £ 611,584 £ 1,16				11,210 -5,280 3; 18,132 682,097 64,		58,814 58,814 1,135,416 1,135,416	58,814 1,335,416 12,000 1,020,756			15,000	0 0 27,000	58,814 0 1,162,416 0	0 58,814 0 5 0 1,182,416 0 1,16	1,014 0 58,014 0 1,416 0 1,162,416 0	1,162,416 -494,594
EM160003	Physics Re-rooting Project	MattFire	Capital	£ 1,030,874 £ 1,020,756	£ 10,118 £ 1,02	20,756 1,041,675			0 -21,536 1,		-20,919 -20,919	1,020,756				0 0	1,020,756 0	0 1,020,756 0 1,00	0,756 0 1,020,756 0	1,162,416 -694,594 1,020,756 -10,118 872,082 -44,918
EM160014 ER160013	Refurbishment of Lecture Theatres - vari Stamford Hall Dining Room "complete"	Mat Fire Jorathan Aldworth	Capital	£ 917,000 £ 872,082 £ 789,000 £ 745,996	£ 44,910 £ 67	72,082 814,444 63,781 725,362	41,724 0 0	0 0 0	0 5,489 10,	425 0	57,638 57,638	872,082	765			0 0	872,082 0 763,781 0	0 872,082 0 87 0 763,781 0 76	2,082 0 872,082 0 1,781 0 763,781 0	872,082 -44,918
EM150013	Stantord Hall Dining Room 'complete'  FJB Reception & Exec Corridor		Capital	£ 789,000 £ 745,996 £ 475,000 £ 477,406	£ 43,004 £ 76		6,346 0	0 0 0	0 0	0 0	10,034 10,034 6,346 6,346 15,954 15,954 10,847 10,847	477.406	-			0 1/785	763,781 0 477,496 0	0 763,781 0 76	1,781 0 763,781 0 1,406 0 477,406 0	872,002 -44,918 763,784 -25,219 477,406 -2,406 756,000 +445,058 444,275 -17,225 0 -452,000 440,373 -4,373 4,373 4,006 460,589 -6,587 265,282 -134,718
EM160001	FJB Car Park Alts	MattFire	Capital	£ 650,000 £ 795,058	£ 145,058 £ 75		0 0 0	0 1,344 0	0 14,610	0 0	15,954 15,954	795,058 444,275				0 0	795,058 0	0 795,058 0 79	5,058 0 795,058 0 1,275 0 444,275 0	795,058 145,058
ER160009 EC170008	Mary Gee First Floor Shower Room 1 Sallebury Road, North Campus	Matt Fire Luke Gale	Capital Miner Works	E 461,500 E 444,275 E 450,000 E -	£ 17,225 £ 44 £ 450,000 £	44,275 433,428	10,847 0 0	0 0 0	0 0	0 0	10,847 10,847					0 0	444,275 0	0 444,275 0 44	0 0 0 0	444,275 -17,225
EM170013	Physics Data Centre Chiller Replacement	Chris Souter LTM	Minor Works Capital	£ 445,000 £ 411,373	€ 23,627 € 44	49,373 411,421	-60 0 432	0 0 0	0 7,729 -7;	729 0	0 0 48 48 41,431 41,431	411,373 38,000				0 28,000	0 0 449,373 0	0 0 0	0 0 0 0	449,373 4,373
ER160020	Bowder Court Block DD Refuts and Remodel	Martin Perryman	Capital	£ 432,000 £ 425,994	£ 6,006 £ 42	25,994 384,563	0 41,431 0	0 0 0	0 0	0 0	41,421 41,421	425,994 397,007 265,202				0 0	425,994 0	0 425,994 0 45	1,994 0 425,994 0	425,994 -6,006
EC170009 EM160002	David Wilson Library - Learning Room MSD Lab refusb 211-212	Mati Fire Mati Fire	Capital	£ 400,000 £ 397,607 £ 390,000 £ 265,282	E 2,393 E 46 E 124,718 E 26		3,784 4,782 1,271 75	454 278,698 20,587 0 0 5,630	0 0	0 0	389,734 389,734	207,007				0 0 0	297,637 0 265,282 0	0,980 406,587 0 40 0 265,282 0 26	1,587 0 406,587 0 1,282 0 265,282 0	406,587 6,587 265,282 -124,718
EM160025	Charles Wilson One Stop Shop	MatFirt	Capital	£ 380,000 £ 406,037	€ 26,037 € 40	06,037 405,741	0 0 0	0 0 0	0 0	296 0	296 296	495,037				0 0	406,037 0	0 406,007 0 40	1,037 0 406,037 0	406,037 26,037
EM160012	CRF Fish tanks	MatFirt	Capital	£ 350,000 £ 357,575	€ 7,575 € 36		-220 0 0	0 0 7,427	0 0 1,	705 0 8,750	289,724 289,724 5,639 5,639 206 206 17,552 17,552 7,256 7,256 -681 -681 24,652 24,652	406,037 306,325				0 0	366,325 0	0 366,325 0 36	1,325 0 366,325 0	406,037 26,037 366,325 16,325 307,934 -21,127
EM160008 EM170014	Boiler replacement works at D Brown Refurb of Princess Road 107-111	Jim Bereon Slave Parker	Capital	£ 329,061 £ 307,934 £ 320,269 £ 300,777 i	£ 21,127 £ 30 2 300,777 £ 19,492 £ 30	07,934 300,678 06,277 301,458	6,708 0 0 175 5642 .5753	0 656 4,318	0 4,210	0 0	7,256 7,256	307,934 300,777 5,500				0 0	307,934 0 306,277 0	0 207,934 0 30 0 206,277 0 30	7,934 0 307,934 0 1,277 0 306,277 0	307,504 34,127 200,007 200,000
EM170018	MSB Physiotherapy works	Luke Gale	Capital	£ 265,000 £ 265,261	4 201 6 20		6,213 22,732 -3,617	0 205 0	0 -801	0 0	24,652 24,652	200,201	31,700			0 0 31,788	298,049 0	0 298,049 0 25	1,049 0 298,049 0	290,049 32,049
EM170041	MSB - 2nd Floor Refuts Project	Luke Gale	Capital	£ 255,000 £ 249,818	£ 5,482 £ 25		190,625 17,919 -3,958 6	485 1,502 0	0 0	0 0	214,574 214,574	249,818 2,800 219,525				0 2,800	252,618 0	0 252,618 0 25	2,618 0 252,618 0	252,618 -2,382
EA180004 EW140019	MSB Cat 3 Facility HBS Works Antiso Clorks DND Down Bellethishment	Steve Parker Matt First	Capital	£ 234,000 £ 199,525 £ 231,000 £ 223,923	£ 34,475 £ 21		0 0 0	0 70 74,440	53,587 40,861 30,	551 0 20,000	219,525 219,525	219,525				0 0	219,525 0 223,923 0	0 219,535 0 21	9,525 0 219,525 0 1,923 0 223,923 0	219,525 -14,475
EW150036	Bennet Building F67 Laboratory Refurb	MatFirt	Capital	E 219,500 E 212,481	£ 7,019 £ 21	12,481 212,481	0 0 0	0 0 0	0 0	0 0	0 0	223,923 212,481				0 0	212,491 0	0 212,481 0 21	1,923 0 223,923 0 1,481 0 212,481 0	212,401 -7,019
EM160007	AHU replacement works at Danielle Brown	Jim Benson	Capital	£ 200,000 £ 184,174	£ 15,826 £ 18	84,174 179,732	0 0 0	0 0 4,441	0 0	0 0	0 0 4,442 4,442 183,982 183,982	194.174				0 0	194,174 0	0 184,174 0 18	1,174 0 184,174 0	184,174 -15,826
ER170036 ER160022	Digby Hall replacement boilers main room Stoughton Leys, Bredon, Fieldshouse	Mike Smith John Mason	Capital	£ 192,864 £ 183,982 £ 189,000 £ 186,706	E 0,802 E 10 E 2,294 E 10		9,720 0 51,857 110	756 1,296 5,040	0 -736 6)	048 0		193,982 196,706 175,620 285,554				0 0	183,982 0 185,706 0	0 183,982 0 18	1,982 0 183,982 0 1,706 0 186,706 0	103,902 -0,002
ER160022 ER160023	Stoughton Leys, Bredon, Fieldshouse Southmeads, Kent House, Kent Lodge	John Mason John Mason	Capital	£ 189,000 £ 186,706 £ 178,000 £ 175,620	£ 2,294 £ 16 £ 2,380 £ 17		0 0 0	0 0 0	0 0	0 4,380	103,002 103,002 4,003 4,003 4,300 4,000 20,911 20,011 117 117 127,505 127,505 55,711 55,711	195,705				0 0	196,706 0 175,620 0	0 186,706 0 18 0 175,620 0 17	1,706 0 186,706 0 5,620 0 175,620 0	186,706 -2,294
EA160019	IT Lecture Capture Projects		Ext Funded Cashiflow 17- 18	£ 172,274 £ 285,514	€ 113,240 £ 28	86,058 256,603	0 0 0	0 28,911 0	0 0	0 0	28,911 28,911	285,514	544			0 544	285,058 0	0 286,058 0 28	1,058 0 286,058 0	286,058 113,784
EM170003 EM170043	MSB Gas Upgrades FJB Square - Furniture	James Geddes	LTMM	£ 162,000 £ 113,388 £ 136,850 £ 137,505	£ 48,812 £ 11	13,366 113,271	117 0 0	0 0 0	0 0	0 0	117 117	113,388 137,595 138,061				0 0	113,388 0	0 113,388 0 11	0 113,388 0	113,388 -48,612
EM170043 EM170002	FJB Square - Furniture  Campus Wide PSSR Written Schemes of Exam	Matt Fire James Geddes	LTMM	£ 136,850 £ 137,505 £ 150,000 £ 129,061	£ 655 £ 13		11,820 7,982 3,588 1 0 6,194 3,519	0 36,000 0	-1,698 0	0 0 10,000	137,505 137,505 55,711 55,711	127,505				0 0	137,505 0 139,061 0	0 137,505 0 13 0 139,061 0 13	7,505 0 137,505 0 9,061 0 139,061 0	137,005 655
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Project Code	sect Code Project Description Estates Project Land Project Category Financial Forecast Financial Financial Forecast Financial Forecast Financial						Spend to						Financial Ye	ar 2017/18 - Fo	recast / Actual (	Approved Invo	ces)					Spend to						Financial Y	bar 2010/19 - Fo	procest/Actual	Approved Inv	voices)						Financial Year (A	r 2019/20 - Forecas proved Invoices)	it / Actual	Financial Year 2	929 - 2022 - Fon	scast					
Project Code	Project Description	Estates Project Coas	Project Casegory	Reporting)	reacta distance	Budget	Date	Date (gross)	Remaining	Turn	31/07/17	Aug-17	Sep-17	Dct-17 Nov	-17 Dec-1	7 Jan-18	Feb-10	Mar-10	Apr-10	tay-18 Ju	r10 Jul-10	Spend	Invoices 17/18	Year End	Forecast Spend TD		Aug-10	Sep-13	Oct-18 No	v-10 Dec	-10 Jan	-19 Feb-1	9 Mar-19	Apr-19	May-19	Jun-19	Jul-19 1	Spend Inv	olces Yer	ar End F	precast Sp	pend Invoice	.s Year End	Forecast in	voices Foreca	It Invoices I	Forecast F	stare Forecast
	Source <sup>1</sup>	Estates Owner	Estates Owner		Finance	Finance	Finance	PM/QS	Finance	PM/QS FI	rance	PM	PM	PM PI	A PM	PM	PM	PM	PM	PM I	M PM			PM		Finance	PM	PM	PM F	M P	M P	M PM	PM	PM	PM	PM	PM			PM		PM	PM		PM	PM		
EM170042	Attentionough Building, Room Z20/111	Luke Gale		Capital		£ 115,000	£ 49,840		65,160 £	49,840	210		29,556	19,349	725	0	0	0 0	0	0	0	49,63	49,63		49)	140													0		49,840		0	49,040	0 49,8	10 0	49,040	0 49,840
EM170044	MSB Cold Rooms 163,164 & 242	James Geddes		Capital		£ 109,000	£ 111,055	4	2,055 £	111,055			17,994	10,578 8	2,153	0	0		330		0	111,00	5 111,05		111)	355													0		111,055		0	111,055	0 111,0	is o	111,055	0 111,055
ER160007	Freemans Common Houses H, J and M	John Mason		Campus Senices 1	7-10	£ 105,000	£ 05,494		20,516 £	85,484	85,484		0		0	0	0		0		0		0		85,	154													0		05,404		0	85,484	0 85,4	14 0	85,484	0 85,464
EM170000	Asbestos Removal 16/17 Non-Res Bidgs	James Geddes		LTMM		£ 100,000	£ 204,391	4	104,391 £	204,391	193,434		-865	0	0	0	0 2,43	0 0	-1,194	-371	0,957	10,95	7 10,95		204;	291													0		204,291		0	204,391	0 204,3	и о	204,391	0 204,391
EA150006	Hodgkin 6th Floor ALterations 2015	MattFirt		Ext Funded Cash for 18	w 17-	£ 80,000	£ 56,213		23,787 £	56,213	56,213	1,107	-1,107		0	0	0		0		0		0		54,	213													0		56,213		0	56,213	0 56,2	13 0	56,213	0 56,213
ER170001	Asbestos Removal 16/17 Res Bidgs	James Geddes		Campus Senices 1	7-10	£ 80,000	61,384		18,616 £	61,384	61,384		960	0	0	0	0	0 0	270	-1,230	٥		0	•	61,	384													0		61,384		0	61,384	0 61,3	14 0	61,364	0 61,384
ER160018	Naon court boiler replacement works	Jim Benson		Campus Senices 1	7-10	£ 70,603	£ 60,634		18,049 E	60,634	60,634		0		0	0	0		0	0	0		0		60)	134													0		60,634		0	60,634	0 60,6	14 0	60,634	0 60,634
EM170028	Knighton Hall Drive	MatFirt		Capital		£ 78,000	£ 65,316		12,684 £	71,716	195		62,619	0	1,542	960	0	0 0	0	0	٥	65,13	65,12		65,	216	5,400												5,400		70,716	0 1/	.00	71,716	0 71,7	16 0	71,716	0 71,716
EM180011	Attentionough Tower Controller Repl	Mike Smith		Capital		£ 74,794	£ 59,994		14,800 E	59,994			0		0	0	0		59,994	0	0	59,90	4 59,90		59,	294													0		59,994		0	59,994	0 59,9	14 0	59,994	0 59,994
EM170019	Computer Centre Chillers	James Geddes		Capital		£ 68,970	£ 50,523		10,447 £	58,523	34,282		0	0 2	4,241	0	0				0	24,24	1 24,2		50,	523													0		50,523	0	0	58,523	0 50.5	23 0	58,523	0 58,523

				Project Categ (Financial Progr	iry		Total . SAP Co	get to Cert		lance Forecast	Dut- Spend t									recast / Actu								Spend to						Financial Year 20											(Approved Invoices				- 2022 - Fores		
ct Code	Project Description	Estates Project Lead  Estates Owner	Project Category	(Financial Progr Reporting)	mime Financial Group		thorised Date Date Date Date Date Date Date Date			-	Spend t 3107/12	7 Aug-1		Oct-17 PM	Nov-17 PM	Dec-17 PM	Jan-18 PM	Feb-10 PM	Mar-10 PM	Apr-10 PM	May-18 PM	Jun-18 PM	Jul-18	Spend 42HB	Invoices 17/18	Year End Iccurain 17118	Forecast Grand TD	S167/18 Finance	Aug-18		Oct-18 Nov				Mar-19 PM	Apr-19 M		m-19 Jul-	-19	pend Invol	ices Year 193 Accurai	wir 18119 Gr	orecast S	Spend Invo	voices Year En	Ind Forecas 1970 Grand	et Invoices oans PM		PM		
	Barnett Lower Ground El contro Works	Martin	Estates China	1	France					14.750 £ 701		7 800		r ss			FM					F-00	711	1 700		741	79.608	France	74	7-88	F-00 F-1			740	741	r-se	744 .	ran ra				-	79.600	-+		79.60	_	79.606		_	-
				Capital			65,250 £ 7			11,000 0 10,0		.,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	0		٥	1,709	0	۰	0		-	0		1,709	1,709														_		-			- 0	- 0		-				0
	Manorcoft - Refurbishment	MatFirt		Campus Senices	17-18		65,000 £ 5.			12,220 £ 52,3	-	12,780	0	٥	0	0	0	0	0	0		0		0			52,780												-		0		52,780			52,79	-	52,780	-	52,780	0
	College Court Overspill Car Park Resurf	Martin Perryman		Capital Minor Works			63,000 £ S			4,226 £ 583		16,774	0		٥	0	0	۰	0	1 151		0		1 151	1 151		50,774												_		-		50,774	- 0	- 0	58,77	_	58,774		58,774	0
							62,432 £ 5			5,544 £ 56,0					0	٥	0	۰	0		۰	٥		1,161	1,161														-		9			- 0			-	56,000		56,000	0
	Refurb of Student Office Attenborough	Steve Parker		Capital			62,310 £ 5			5,359 £ 563		16,951	0	٥	0	0	0	0	-			_		0			56,951												-		0		56,951			56,95	_	55,951	0		0
	Lasdun-roof access/safety remedial wks	James Geddes		Capital			2 000,00			550 £ 60;			0	٥	0	2,700	0	1,518		55,732	2,100	-1,500		60,550	-		60,550												_				60,550	- 0	- 0	60,55	_	60,550		60,550	0
	Engineering Building Flue Remedials	James Ruddle		LTMM			56,000 £ 5			2,909 £ 55,5		11,747	-439	0	0	0	0	438	1,344	0		0	400	1,832	1,832		53,579		400	400	400	400							_	0 1	1,952		55,531		- 0	55,53	_	55,531		55,531	0
	MSB 389	MatFirt		Capital			55,500 £ 6			12,410 £ 67,5		17,910	0	0	0	-		۰	0	0	٥	0		0			67,910														0	_	67,910			67,91		67,910		67,910	0
	CRF Fish Tank - Fish Holding Equipment	MatFirt		Capital			55,000 £ 5			3,165 £ 51,1		19,217	2,018	0	0	0	0		_			_		2,618			51,835														0	_	51,835			51,83		51,835		51,835	0
	Adrian Fire Stopping Project	James Geddes		Capital	_	£	54,000 £ 6	12,747	4	8,747 £ 623	147							29,486	0	34,261	0	0		62,747	62,747		62,747														0	_	62,747			62,74	47 0	62,747	0	62,747	0
	Astley Clarke Administration & Foyer	MatFirt		Ext Funded Cash? 18	DW 17-		52,000 £ 4			9,191 £ 42,1		12,809 -6,	850 6,950	0	0	0	0	٥	0	0	0	0		0			42,009													0	0		42,809			42,80	09 0	42,809		42,809	٥
	Radiation Labs Remedial Works	Steve Parker		LTMM		£	49,995 £ 4	0,122	£	9,873 £ 40,1	122 3	13,333	-269	0	0	0	0	٥	0	-11,017	0	18,675		6,789	6,789		40,122													0	0		40,122			40,12	22 0	40,122	0	40,122	٥
	RKCSB 2nd Floor Alts to Rm 237	MattFirt		Ext Funded Cash? 18	ow 17-	£	46,000 £ 3	19,402	£	6,598 £ 39,6	102 3	19,402	0	0	0	0	0	٥	0	0	0	0		0			39,402													0	0		39,402		0	39,40	02 0	39,402	٥	39,402	0
	Boiler replacement for Potting Shed	Jim Berson		Capital		£	45,000 £ 3	19,671	£	5,300 £ 38/	171 2	19,671	-1	0	0	0	0	0	0	0	0	٥		-1	-4		29,671														0		39,671		0	29,67	71 0	39,671	0	39,671	0
	Bowder Internal Redecoration works	Luke Gale		Campus Senices	7-10	£	43,940 £ 2	7,260	£	15,680 £ 28,2	160	0	24,149	0	3,112	0	0	0	0	0	0	٥		27,260	27,260		27,260				1,000									0 1	1,000		28,260		0	28,26	80 0	29,260	0	28,260	0
	Clivedon thermostatic shower value repla	Ged McCrea		Campus Senices	7-18	E	39,787 £ 3	17,265	£	2,522 € 37,2	105	0	0	28,098	0	7,667	0	0	0	0		1,500		37,265	37,265		37,265													0	0		37,265	0	0	37,26	65 0	37,265	0	37,265	0
	Knighton Hall Bathroom	MattFirt		Capital		£	38,250 € 3	11,309	£	6,941 £ 31,3	109		0		28,250	0	3,059		0	0		0		31,309	31,309		31,309														0		31,339	0	0	31,30	09 0	31,309	0	31,309	0
	Kent/Clivedon Kitchen/Shower Refurb	MattFire		Campus Senices	17-18	£	25,000 € 2	15,797	4	797 £ 35,7	197 3	15,797	0	0	0	0	0		0	0		0		0			35,797														0		35,797		0	35,79	97 0	35,797	0	35,797	0
	Repair and redec of painted elements	James Ruddle		LTMM		£	35,000 € 5	7,049	4	22,049 £ 126,0	150 S	17,157	-100	0	0	0	0		0	0		0	34,950	34,851	34,851		92,008		34,850											0 34	4,050		126,050		0	126,65	sa o	126,658	0	126,658	0
	Temporary Chillers for Physics Data Ctr	Chris Souter		Capital		£	30,000 € 2	7,000	£	3,000 € 27,0	100	9,120		17,680	0	0	0		0	0		0		17,880	17,880		27,000													0	0		27,000		0	27,00	00 0	27,000	0	27,000	0
	Lasdun Study Bedrooms H, I, J	John Mason		Campus Senices	17-18	£	23,000 € 2	10,230	£	2,762 € 20,2	20 2	10,238			0	0	0		0	0		0		0			20,238													0	0		20,230		0	20,23	38 0	20,238	0	20,238	0
	New Air-curtains for MSB entrance	Jim Berson		Minor Works			20,840 £ 1	0.266		2.574 £ 18.2	100 1	0.206							0			0		0			18,266														0		10.205			10.20	66 0	10.206	0	10.206	
	Astley Clarke - Admin Alterations	MatFirs		Minor Works			20,000 £ 2			1,378 £ 21,3			20.104	80	1114							0		21,378	21,378		21,378																21,378	-		21.37	78 0	21,378	0	21,378	0
	Heating oldework replacement - Nurseum St	James Geddes		LTMM			16,000 £ 1			30 E 173		15.178	792									0		792			15,970												1.967	0 1	1967		17.937			17.90	_	17.907			
	Digby Hall Warden Lodge	Mattrict		Campus Senices	17.48		16,000 £ 2			4.413 E 20.4		0.413										0					20.413														0		20.413	-		20.41	13 0	20.413		20.413	0
	Office Alterations with Forensic Science	Mattics		Ext Funded Cash?			15,500 £ 2			9,952 £ 25/		5.452										0					25,452																25.452	-		25,45	_	25,452		25,452	0
	College Court Damp Issues	Steve Parker		LTMM			15,000 E			6,531 £ 6,		4.357		-	-					2.000	-			2.000	-2.000		0.409														-		0.409	-	-	0.40	_	0.409		_	-
	114 Report Road Numery repair conserv.	James Geddes		LTMM			12,500 E 1			101 6 241		220	11,909									0			11,989		12,319			12.500										0 47	2,500		24,019		-	24.01	-	24,019		24,019	0
	Upgrade of Supply Fantor MSB Lab 121	Jim Berson		Ext Funded Cash	ow 17-		12.412 6 1			1,875 6 103		220	11,000		10.537									10.537	-		10,537			12,000									-		-		10,537			10.53	_	10.537		10.537	0
				18											10,537									10,537	10,537														-		-		10,537		-	10,53					
	MSB PSSR Witten Scheme	James Geddes		LTMM			12,000 E					3,960	0		٥	0	0	۰	0	0		0					3,960												_		-		3,960	- 0	- 0		-			3,960	0
	Bankfield House - Railings	Luke Gale		Minor Works			12,000 £			4,625 £ 7,		0	0	0	195	0	0	۰	0	7,180		0		7,375	1,010		7,375												_				7,375		- 0	7,37	-	7,375	0	.,	0
	MSB Roof edge protection & modif	James Geddes		LTMM Ext Funded Contri	nu 17.		12,000 £ 1			1,929 £ 32,5		9,557	0	0	0	0	0	0	504	0	0	0	10,000		-		20,061			12,000									-	0 12	2,000	-	32,061	- 0		32,06	_	32,061		32,061	0
	Nursery Tollets Returbishment	Steve Parker		48			11,983 £ 1			367 £ 123		1,983	367	0	0	0	0	٥	0	0	0	0		367	-		12,350														0	-	12,350			12,35		12,350	0		0
	EmergencyH&S Roofing Repairs Cadby	James Ruddle		Minor Works			11,934 E			4,374 £ 7,			0	0	0	0	7,560	٥	0	0	0	0		7,560	-		7,560												_	0	0		7,560		- 0	7,56		7,560		7,560	0
	CO2 installation remedial works	James Geddes		LTMM			3 000,01			3,290 € 6		2,557	4,053		0	0	0	٥	0	0	0	0		4,053			6,610														0	_	6,610			6,61	_	6,610		6,610	0
	Fielding Johnson Uneven Floor 212	Steve Parker		Minor Works			7,669 £			960 £ 6,		0	6,709	0	0	0	0	۰	0	0		0		6,709	6,709		6,709														0	_	6,709			6,70	_	6,709		6,709	0
	Bowder Court Refuse Area	JohnMason		Campus Senices Ext Funded Cash			3 000,0		£	602 £ 5;	998	5,998	0	0	0	0	0	۰	0	0	٥	۰		0			5,998														0		5,998			5,99	98 0	5,998	0	5,998	0
	103-105 Princess Road East bike caropy	Steve Parker		10			6,000 £ 1			6,640 £ 12,6		2,640	0	0	0	-	0	٥	0	0	0	0		0	0		12,640													0	0		12,640			12,64		12,640	-	12,640	0
	MSB Second Floor Lab Fire - Ins. Claim	MatFirt		Ext Funded Cash?	ow 17-	£	- £ 23	18,772	-6	238,772 £ 238,	772 25	14,212 137	995 -157,849	-9,799	17,973	0	-11,698	0	7	1,203	6,729	0		-15,440	-15,440		238,772													0	0		238,772			238,77	72 0	238,772	0 :	238,772	٥
													7 Sep-17	Fi	nancial Year	r 2017 - 2016 -	Summary (A	Approved inv	cices) and Fut	ture Forecas	et										Financi	ni Year 2016 - 20	019 - Summa	ry (Approved Invol	ces) and Futu	re Forecast		n-19 Jul-													
											Capital	Aug-1				Dec-17 2,102,957											Capital							9 Feb-19 663 6.416.749								Capit	al								
											LTMM		- 21,433		52,374		143,004			92,394	97,489						LTMM		136,592	54,988		488 150,0	_						1,967			LTM									
											Campus Ser	rvices	- 90,734	237,295	101,635	34,999	60,541	182,778	40,355	111,071	- 20,610	86,103	124,494				Campus Senines 17-18		215,675	10,000	11,000	-		- 2,000	-			-	-				pus iras 17.18								
											Minor Works		- 29,563	80	9,197	49,925	40,149	14,004	5,517	19,285	65,046	105,004	44,725				Minor Works			80,000	-	-	-		-			-					r Works								
											Ext Funded C		93 - 107,096	68,770	29,572	14,090	21,215	3,865	14,142	- 101,005	134,520	28,306	192,030				Ext Funded Cresh flow 17-18		-	-	-	544			-			- :	2,000			Da Pi	unded								
											Total Monthly	407.0	93 3.381.047	2 487 544	4.050,730	2.255.664											Total Monthly			7 700 434 6	6.370.044 6.46	2 540.0	042 6 392	663 6.418.749	6.005.007	£ (70.000 £	224 224	22 524 7 60					Monthly								

			_						uture Forecas						_			-		_			uture Forecas						
	Aug.47	San.17							Apr-18		Jun-10	34648			Aug-48	Sep.48	Oct.48						Apr-19		Jun-19	345.59			
Capital						1,406,196			1,194,575					Capital	9,022,376								5,478,299					0	apital
LTMM		21,433	34,526	52,374	53,093	143,004	324,550	83,495	92,394	97,489	310,400	472,824		LTMM	136,592	54,98	40	0 40	150,00							1,967		Ľ	TMM
Campus Services 17.48		99,734	237,295	101,635	34,999	60,541	182,778	40,355	111,071	- 20,610	86,103	124,494		Campus Senires 17-18	215,675	10,00	11,00	0			2,000							9	lampus lenines 17,18
Minor Works		29,563	80	9,197	49,925	40,549	14,004	5,517	19,285	65,046	105,004	44,725		Minor Works		80,00	0											M	Engr Works
 Ext Funded Cash Snu 17-18	167,093	- 107,096	68,770	29,572	14,090	21,215	3,865	14,142	- 101,005	134,520	28,306	192,030		Ext Funded Cresh from 17-19				- 54								2,000		5	of Funded leah-flow 17-1
Total Monthly	167,093	3,381,047	2,407,544	1,050,739	2,255,664	1,671,106	1,961,093	514,707	1,235,319	1,056,905	1,853,117	10,224,771		Total Monthly	9,374,643	7,709,42	6,370,94	6,460,38	7,140,04	6,392,663	6,418,749	6,995,227	5,478,299	6,231,291	6,493,884	7,100,414		1	otal Monthly
Cumulative	167092.64	3,540,139	6,035,683	7,006,422	9,342,086	11,013,192	12,974,285	13,488,992	14,725,211	16,582,297	10,435,414	28,660,185		Cumulative	9,374,643	17,084,06	23,455,00	29,915,39	37,055,43	43,448,097	49,000,040	56,862,072	62,340,371	68,571,662	75,005,540	82,253,960		c	umulative
		- 6	nancial Year	9947.2040.	Gassios Ess	recent (Access	und Involves	ir (E)ved in a	wa 2017, DO	NOT CHANG	r)						Einanciai Va	ar 3010 - 301	- Canalina E	nese nat (Anne	nund Impaires	ir (Eiwad in A	Wa 2010, DO I	OT CHANGE					
	Aun.47	Gan.47			Dar-47	Jan.48			Annes	Meadle	hands	34448			Accept 6	Senits	Ort.48	New-18	Day-48	Jan.49	Eab.49	Mar.49		Mey.49	Jun.49	Jul. 69			
Capital			1,921,710	2,602,576	2,788,093	2,679,401	1,724,691	2,461,912	2,359,562	2,890,389	3,041,200	0,015,553		Capital	9,022,376	7,564,43	6,359,45	3 6,459,35	6,990,04	6,392,663	6,416,749	6,995,227	7 5,478,299	6,231,291	6,493,884	7,104,447		c	apital
LTMM			294,700	313,400	5,400	55,400	10,400	22,488	122,151	42,900	453,400	139,374		LTMM	136,592	54,98	1 40	0 40	150,00							1,967		E.	TMM
Campus Services 17.48			9,100	10,536	39,700	29,000	50,000	20,500	75,000	15,000	10,000	10,000		Campus Seniore 17-18	215,675	10,00	11,00	0			2,000								istipus ienines 17.18
 Minor Works			16,000	8,950	34,500	12,800	8,000		20,000	120,000	150,000	80,000		Mnor Works														M	linor Works
Ext Funded Cash Seu 17.18		1,349,700						21,235				21,235		Ext Funded Cresh from 17-10				- 54								2,000			at Funded lash flow 17-1
Total Sassine		1,349,700	2,341,510	2,935,550	2,867,781	2,786,689	1,793,179	2,526,135	2,576,713	3,068,377	3,654,696	9,000,102		Total Monthly	9,374,643	7,029,42	6,370,94	1 6,460,38	7,140,04	6,392,663	6,410,740	6,995,227	5,478,299	6,231,291	6,493,884	7,100,414		3	otal Monthly
Cumulative	0	1,349,700	3,691,298	6,626,848	9,494,629	12,201,310	14,074,497	16,600,632	19,177,345	22,245,722	25,900,418	34,966,500		Cumulative	9,374,643	17,004,05	23,375,00	9 29,835,39	35,975,43	43,368,097	49,786,846	56,782,072	2 62,260,371	68,491,663	74,905,540	82,173,960		c	umulative
co.cra	District 30 953	445 OSS	Smert TD											en.eta	Divinus 12 151		Count TO												0.00
ESk - 25K COSk - E100k		4 133 652												£5k - 25K	794 062	668 322	552 752												5k - 25K
 £100k - £250k	7 625 614	6 332 531	4 271 053											£100k - £250k	7 625 614	6 332 531	4 271 053	i i										2	100k - £250k

Fig. 1. Control of the Control of th

							F	Planning perio	od			Outsid	le of planning	period				
			A	В	С	D	E	F	G	н	- 1	J	K	L	М	N = C to M	O = A - N	
SAP project	Project title	Planned Category completion	Approved / planned project	2017/18	Actual spend to	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Forecast outturn	Project	
code	1 Toject title	date	budget	budget	2016/17	2017/18	2010/19	2013/20	2020/21	2021/22	2022/23	2023/24	2024/23	2023/20	2020/27	rorecast outturn	variance	
			Budget	Budget	Actual	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	
	C		£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	
EA160022	Completed schemes w/ outstanding commitments Storage facility CRF	Other campus projects	78,000	-	18,220	52,704	-			-						70,924	7,076	
	Adrian 248 & 249 labs	Other campus projects	70,000	-	4,590	61,359		-	-	-						67,449	2,551	
	E Nixon Court New Block	Other campus projects	15,000,000 41,900,000			() 480,247	212,000	-		-						15,015,322	(15,322)	
	Centre for Medicine Media, Comm and Sociology suite	Other campus projects Other campus projects	92,000		39,252,614 68.688	1,632	-	-	-	-						39,732,861 70,320	2,167,139 21,680	
	E Engineering Labs/Workshop Roof & Walls	Other campus projects	19,500,000	690,000		0	-	-	-	-						17,999,999	1,500,001	
ED160001	IT projects - attendance monitoring	Other campus projects	364,134		911,276	()	-	-	-	-						911,276	(547,142)	
	IT projects - wireless networks FJB Reception & Exec Corridor	Other campus projects Other campus projects	510,088 475,000		748,786 471,060	6.346	-	-	-	-						748,787 477,406	(238,699) (2,406)	
EM160001	FJB Car Park Alts	Other campus projects	875,000	96,000	779,104	15,954	-	-	-	-						795,057	79,943	
EM160003	Physics Re-roofing Project	Other campus projects	1,030,874		1,041,675 300,677	(22,330)		-	-	-						1,019,345	11,529 13,430	
	Boiler replacement works at D Brown CRF fish tanks	Other campus projects Other campus projects	329,061 350,000			14,954 15,847	-	-	-	-						315,631 364,620	(14,620)	
	Bennett Lecture Theatres Refurbishment (3 projects)	Other campus projects	917,000	-	810,844	68,754	-	-	-	-						879,598	37,402	
	Adrian LG10/15 Retractable Partitions Boiler replacement for Potting Shed	Other campus projects	62,432 45,000			1,161	-	-	-	-						56,888 39,670	5,544 5,330	
	Temporary Chillers for Physics Data Ctr	Other campus projects Other campus projects	30,000		39,671 9,120	(1) 17,880	-	-	-	-						27,000	3,000	
EM170013	Replacement of Physics chillers (£111.5k to be funded from IT capital)	Other campus projects	445,000	6,000	411,421	37,952	-	-	-	-						449,373	(4,373)	
	107-111 Princess Road East	Other campus projects	320,269 266,000			4,819 24,652	-	-	-	-						306,277 266,261	13,992 (261)	
EIVI170018	Works in MSB - Physiotherapy Total	Other campus projects		1,786,775			213,500	-	-	-				-		79,614,064		
			, , , , ,	, ,	-,,		7									-7- 7		
EA100003	Schemes in progress Hackings House Ros G. House Cooling Proje	Other compute projects	CC 000			65.205										65.305	COF	
	Hastings House Res G-House Cooling Proje MSB Cat 3 Facility H&S Works	Other campus projects Other campus projects	66,000 234,000			65,395 220,000	-	-	-	-						65,395 220,000	605 14,000	
EC170005	Centre for Medicine -Interpretive Design	Other campus projects	441,449	442,000		108,329	333,120	-	-	-						441,449	()	
EC170009	David Wilson Library - Learning Room	Other campus projects	400,000		7,873	389,194		-	-	-						397,067	2,933	C27k of forecast outturn relates to maintanance and client items
	Henry Wellcome Krios G3 Adrian Fire Stopping Project	Other campus projects Other campus projects	750,000 28,000		-	696,742 64,247	53,258	-	-	-						750,000 64,247	(36,247)	£37k of forecast outturn relates to maintenance and client items
	Archaeology Roof	Other campus projects	594,240	90,000		266,286	10,000	-	-	-						480,622		Overspend offset by Physics roof
	8th, 9th floor CWB	Other campus projects	75,000		76,687	(7,370)	5,000	-	-	-						74,317	683	
	Computer centre chillers Engineering Social Space	Other campus projects Other campus projects	68,970 50,000		-	24,241 40,369	-	-	-	-						24,241 40,369	44,729 9,631	
EM170028	Knighton Hall Drive	Other campus projects	78,000	1	-	70,121	5,400	1,000	-	-						76,521	1,479	
	CRF Fish Tank - Fish Holding Equipment Readson House lift	Other campus projects	55,000 30,804		49,217	2,618 30,804	-	-	-	-						51,835 30,804	3,165	
	FJB Square - Furniture	Other campus projects Other campus projects	136,850		-	136,426	-	-	-	-						136,426	424	
EM170044	MSB Cold Rooms 163,164 & 242	Other campus projects	109,000	)	-	111,055	-	-	-	-						111,055	(2,055)	
	FJB Cash Office Alterations	Other campus projects	84,000		-	74,063	2,000	-	-	-						76,063	7,938	
	Fume Cabinet Installation HWB 2/11 Knighton Hall Bathroom	Other campus projects Other campus projects	72,730 38,250		-	72,730 31,309	-	-	-	-						72,730 31,309	6,941	
	Security lodge refurbishment	Other campus projects	340,000		-	245,000	95,000	-	-	-						340,000	-	
	MSB Mayers Lab	Other campus projects	350,000		-	150,000	200,000	-		-						350,000	-	
New	Placeholder - refurb for star project  Total	Other campus projects	4.002.293	857,000	338,113	2,791,558	703,778	1,000	-	-			-	-	-	3,834,450	167,843	
EM170008	Capital maintenance  Domestic water improvements	Non-residential capital maintenance	2,150,000	1,450,000	618,507	1,503,291				_						2,121,798	20 202	Originally part of £1.6m revenue bid
	RKCSB Rationalisation of Water Services (accelerated compliance works)	Non-residential capital maintenance	900,000		23,386	68,328	805,661	-	-	-						897,375	2,625	ongmuny part of 22.0m revenue and
	MSB Chiller (accelerated compliance works)	Non-residential capital maintenance	200,000		29,572	()	170,000	-	-	-						199,572	428	
	Adrian Building Fire Alarm Replacement Attenborough Tower Controller Repl	Non-residential capital maintenance Non-residential capital maintenance	507,500 61,994		-	242,518 119,994	7,000	-	-	-						249,518 119,994	257,982 (58,000)	Tenders have come in lower than originally anticipated
	Bennett Fume Cabinet LG13	Non-residential capital maintenance	33,960		-	53,470	-	-	-	-						53,470	(19,510)	
	George Porter Flue Upgrade (accelerated compliance works)	Non-residential capital maintenance	329,760		-	51,550		-	-	-						348,550	(18,790)	
	Engineering Flue Upgrade (accelerated compliance works) 21 University Rd Heating Mains Install (accelerated compliance works)	Non-residential capital maintenance Non-residential capital maintenance	213,240 118,800		-	22,768 131,104	201,000	14,090	-	-						223,768 145,194	(10,528) (26,394)	
	Att. Tower Paternoster Replacement (accelerated compliance works)	Non-residential capital maintenance	830,040		-	91,164	760,000		-	-						851,164	(21,124)	
EM180021	RKCSB Steam	Non-residential capital maintenance	50,000			50,000	-	-	-	-						50,000	-	
	Replace Small Goods Lift Computer Centre (accelerated compliance works)  Physics Building Goods Lift Replacement (accelerated compliance works)	Non-residential capital maintenance Non-residential capital maintenance	50,880 127,500			50,839 127,951	-	-	-	-						50,839 127,951	41 (451)	
	Repair to Foul Waste Stacks (Adrian)	Non-residential capital maintenance	146,856			146,856	-	-	-	-						146,856	- (.52)	
	Adrian HV resilience PRF compliance works	Non-residential capital maintenance Non-residential capital maintenance	1,185,000 272,880			134,000 26,300	1,051,000 246,580	-	-	-						1,185,000 272,880	-	Initially budgeted as revenue
	Plant room locks (accelerated compliance works)	Non-residential capital maintenance  Non-residential capital maintenance	150,000			150,000	240,580	-	-	-						150,000	-	miniony bougeted as revenue
EM180033	Roofing works	Non-residential capital maintenance	125,000	1		125,000										125,000	-	
	Replace electrical distribution board (accelerated compliance works) Lightning protection (accelerated compliance works)	Non-residential capital maintenance Non-residential capital maintenance	54,000 46,000			54,000 46,000										54,000 46,000	-	
	CONDITION Maintenance Non-Residential	Non-residential capital maintenance	18,000,000	-	-	40,000			2,000,000	2,000,000		0 2,000,000			2,000,000	18,000,000		Review on a project by project basis
New	COMPLIANCE Maintenance Non-Residential	Non-residential capital maintenance	23,530,000		-				2,500,000	2,500,000		0 2,500,000			2,500,000	23,530,000		Includes £3.3m 2018 capital investment bid. £2m moved from 2018-19 to 2019-20
	Total		49,083,410	1,450,000	671,465	3,195,130	7,068,241	6,514,090	4,500,000	4,500,000	4,500,000	0 4,500,000	4,500,000	4,500,000	4,500,000	48,948,926	134,484	
	Campus Services																	
	Mary Gee Refurbishment (project not going ahead)	Mary Gee	12,792,000		268,776	549,853	-	-	-	-								Project not going ahead - costs incurred to date to be written off. Assume budget transferred to Oadby masterplar
	Mary Gee - social building (project not going ahead) Beaumont Phase 2 (Knighton 1-5, Gatehouse & Ashcroft)	Mary Gee Beaumont Phase 2	2,208,000 3,985,770		621,708	55,514 3,874,648	63,645	-	-							55,514 4,560,000	2,152,486 (574,230)	Project not going ahead - costs incurred to date to be written off. Assume budget transferred to Oadby masterplar
New	Beaumont Phase 2 (window refurb)	Beaumont Phase 2	325,000		021,700	3,374,040	325,000			-						325,000		Additional £325k for window refurb
	Mary Gee First Floor Shower Rooms	Other Campus Services	461,500	-	433,428	10,847	-	-	-							444,275	17,225	
	Beaumont 6/7/8 & Rocklands Bowder DD Refurb	Other Campus Services Other Campus Services	2,800,000 432,000			61,212 41,431	-	-	-							2,836,499 425,994	(36,499) 6,006	
ER160022	Bredon - 4 Kitchen Refurb x 4	Other Campus Services	189,000	-	134,519	4,663	-	-	-	-						139,182	49,818	
	Kent House - 2 Kitchen Refurb	Other Campus Services	178,000		171,240	F0.000	2 450 000	1 500 000	-							171,241	6,759	
	Stamford & John Foster Hall refurbishment Stamford Dining Block Re-roof	Other Campus Services Dec-19 Other Campus Services	5,000,000 100,000		-	100,000	3,450,000	1,500,000	-	-						5,000,000 100,000	-	
New	Oadby masterplan	Other Campus Services	3,000,000	-	-		1,000,000		1,000,000							3,000,000		£1m pa refurb allowance up until 2020
	Lasdun roof access	Residential capital maintenance	60,000		42.740	59,950 150,419	-	-	-	-						59,950	50 (117 124)	
	Lasdun Rationalisation of Water Systems Digby Hall replacement boilers main room	Residential capital maintenance Residential capital maintenance	120,000 192,864		13,716	159,418 177,934	64,000	-	-	-						237,134 177,934	(117,134) 14,930	
New	Maintenance (Condition & Compliance) Residential	Residential capital maintenance	12,600,000	300,000						1,400,000		0 1,400,000				12,600,000	-	Increased to £1.4m pa 15.05.2018 - water hygiene, fire risk, roof access.
	Total		44,444,134	6,872,999	4,803,238	5,145,468	6,302,645	3,900,000	2,400,000	1,400,000	1,400,000	0 1,400,000	1,400,000	1,400,000	1,400,000	30,951,351	13,492,783	

									Planning perio	d			Outsi	de of planning	period		7		
				Α	В	С	D	E	F	G	Н	1	J	K	L	М	N = C to M	O = A - N	
SAP project	,		Planned	Approved /	2017/18	Actual spend to												Project	
code	Project title	Category	completion	planned project	budget	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Forecast outturn	variance	
			date	budget		Actual	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	
				Budget £	Budget £	£	£	£	£	£	£	£	£	£	£	£	£	£	
	Capital investment bids (planning round)																		
	Capital investment bid 2017 - Adrian passive fire works	Capital investment bids		435,000	400,000		129,300	-	-	-	-						129,300		Contingency too high in initial budget
EM170016 ED180000	Capital investment bid 2017 - DWL Post Grad remodel Capital investment bid 2017 - CCTV investment	Capital investment bids Capital investment bids		232,000 500,000	192,000 500,000		125,524 449,269	46,798	-	-	-						232,000 449,269	50,731	Funded by Teaching and Research Equip Maintenance Fund
EM180018	Capital investment bid 2017 - Engineering refurbishment	Capital investment bids		250,000	250,000		50,000	200,000									250,000		Split 50:50 over 2017-18 and 2018-19
New	Capital investment bid 2018 - DWL archiving and storage solution	Capital investment bids		795,000						95,000	700,000						795,000		To be complete by 2022-23
New	Capital investment bid 2018 - Stamford Court AV replacement	Capital investment bids		350 000				250.000									-		£150k - assume not approved
New New	Capital investment bid 2018 - SALTO access control Capital investment bid 2018 - CoLS core facilities investment	Capital investment bids Capital investment bids		250,000				250,000									250,000		£10m over 5 years - assume not approved
New	Capital investment bid - future years	Capital investment bids		8,000,000	500,000	-	-		1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	8,000,000		210m over 5 years assume not approved
	Total			10,462,000	1,842,000	59,678	754,093	496,798	1,000,000	1,095,000	1,700,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	10,105,569	356,431	
FC470000	Enabling works programme	Danis Can Frank William	A 10	24 402 000	2 000 407	024.276	2 077 520	15 262 772	1 000 013	200 404							24 225 600	(42 000)	
EC170000 EC170001	Percy Gee East Wing Brookfield Business School	Percy Gee East Wing Brookfield Business School	Aug-19 Mar-19	21,193,000 15,800,000				15,262,772	1,980,612 155,942	280,491	-						21,235,690 15,845,641	(42,690) (45,641)	
EC170002	Teaching Centre	Teaching Centre	Sep-21	30,300,000					13,711,122	45,363	-						29,760,944		
New	Placeholder - Teaching Centre top floor fit out	Teaching Centre															-	-	
EC180000	Astley Clarke decant	Strategic programme		500,000	F00.000	-	470,286	15,000	-	-	-						485,286	14,714	
ED180002 ED180004	Enabling works programme decant  DWL and FJB decant	Strategic programme Strategic programme		32,000 468,000	500,000	-	77,500 400,000	68,000	-								77,500 468,000	(45,500)	£72k funded by Salix
	Enkalon House Alteration Works	Strategic programme		1,647,000			1,406,145	15,000		-	-						1,421,145		More savings against budget expected.
	Total			69,940,000	11,247,748	2,154,994	9,310,567	41,655,116	15,847,676	325,854	-	-	-	-	-	-	69,294,207	645,793	
	Stratonic schomos																		
EC160000	Space Park Ph1 (£7.8m govt funding)	Space Park Leicester (Phase 1 & 2)	) Aug-20	20,400,000	1.000 000	891,218	85 361	6.646 000	12,200,000	577,421							20,400,000	_	Updated budget and profile Mar-18
EC180005	Space Park Ph2 (matched funding commitment)	Space Park Leicester (Phase 1 & 2)		10,000,000	-	031,210		0,0 70,000	12,200,000	1,000,000	4,000,000	5,000,000					10,000,000		Adam Baynes to provide phasing update once known.
New	Placeholder - Space Park land acquisition	Space Park Leicester (Phase 1 & 2)	)	850,000				850,000									850,000	-	Expected to be between £800-£900k
EC170006	Multi-Disciplinary Laboratory (MDL) - New Build	Strategic programme	Feb-23	38,100,000	-	59,920			2,857,500		16,000,000	11,325,080					38,100,000		Gleeds schedule
ED160005 ED160006	CWB - Student Services & Teaching Hub - Refurbish MSB (Phase 1) Bio-Medical R&T Centre - Refurbish	Strategic programme Strategic programme	Jul-20 Sep-24	43,349,393 50,781,333	-		-	3,251,205	8,251,205	3,808,600	8,761,684 3,808,600	20 446 168	21 582 067	1,061,605			43,349,393 50,781,333		Gleeds schedule Gleeds schedule
ED160004	Attenborough Tower - Refurbish & Extend	Strategic programme	Sep-24	55,015,304	-		-			4,126,148	4,126,148			6,673,692			55,015,304		Gleeds schedule
New	Computer Centre	Strategic programme	Apr-21	13,600,000				1,020,000	5,020,000	6,040,000	1,520,000						13,600,000		Gleeds schedule
New	Hodgkin building refurbishment (if required)	Strategic programme	Jul-22	5,000,000							5,000,000	4 047 050	7 447 050	45 000 000	5 730 050		5,000,000		Gleeds schedule
New	Placeholder - Adrian building refurbishment Placeholder - decants	Strategic programme Strategic programme	Sep-25	31,490,000 9,000,000				1,000,000	1,000,000	1,000,000	1,417,050 1,000,000			15,000,000 1,000,000			31,490,000 9,000,000		Gleeds schedule £1m per annum
ED180001	Freemens Common Cottages	Freemens Common (car park, soci	ial space, cottage			-	2,180	497,654		-	-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	2,997,654		Latest estimate is net £30m cash out for Freemens and T&LC
EC180002	Freemens Common Social Space	Freemens Common (car park, soci	ial space, cottage	3,000,000		-	2,180	497,654	2,497,820	-	-						2,997,654		Latest estimate is net £30m cash out for Freemens and T&LC
EC180004	Freemens Common Residences Infrastructure	Freemens Common (car park, soci					94,469	100,000	50,000	-	-						244,469		Deloitte have advised fees etc. can be capitalised
ED160003	Car park (funded by capital receipt)  Total	Freemens Common (car park, soci	iai space, cottage	12,000,000 295,836,030	1.000.000	1,200,048	184.190			44.552.169	45.633.482	54,688,298	54.999.117	23.735.297	6.738.850	1.000.000	12,000,000 295.825.807	10,223	Latest estimate is net £30m cash out for Freemens and T&LC
					, , , , , , , , , , , , , , , , , , , ,							,,,,,,	, , , , , , , , , , , , , , , , , , , ,			, , , , , , , , , , , , , , , , , , , ,		•	
	<u>Learning space strategy</u>																		
	MSB - 2nd Floor Refurb Project Attenborough Building, Room Z20/111	Learning space strategy		255,000 115,000	-	35,244 210	214,574 49,630	2,800	-	-	-						252,618 49,840	2,382 65,160	
EM180019	Bennett lecture theatres	Learning space strategy Learning space strategy		1,400,000	-	210			-		-								
	DWL silent and collaborative learning spaces					-	100.000	1.300.000									1.400.000		Completion Sep-18
ED40		Learning space strategy		700,000		-	100,000 200,000	1,300,000 500,000		-							1,400,000 700,000		Completion Sep-18
ED180006	George Porter lecture theatres	Learning space strategy Learning space strategy		700,000 33,000		-	200,000 33,000	500,000	-	-	-						700,000 33,000	-	Completion Sep-18 Completion Sep-18
ED180007	Misc teaching room investment	Learning space strategy Learning space strategy Learning space strategy		700,000 33,000 60,000	250,000	-	200,000	500,000 - 30,000	-	-	-						700,000 33,000 60,000	- - -	Completion Sep-18
ED180007 New	Misc teaching room investment Learning Space Strategy: University funded	Learning space strategy Learning space strategy Learning space strategy Learning space strategy		700,000 33,000 60,000 3,530,402	250,000 1.300.448		200,000 33,000	500,000	1,080,000	1,500,000	1.000.000	1.000,000	1,000,000	1.000.000	1,000,000	1,000,000	700,000 33,000 60,000 3,530,402	- - -	
ED180007	Misc teaching room investment	Learning space strategy Learning space strategy Learning space strategy		700,000 33,000 60,000	1,300,448	-	200,000 33,000 30,000	500,000 - 30,000 950,402 1,200,000	1,080,000	1,500,000 1,200,000	1,000,000 1,000,000			1,000,000 1,000,000		1,000,000 1,000,000	700,000 33,000 60,000 3,530,402 9,600,000	- - - -	Completion Sep-18
ED180007 New	Misc teaching room investment Learning Space Strategy: University funded Learning Space Strategy: HEFCE funded (TCIF) Total	Learning space strategy Learning space strategy Learning space strategy Learning space strategy		700,000 33,000 60,000 3,530,402 9,600,000	1,300,448	-	200,000 33,000 30,000	500,000 - 30,000 950,402 1,200,000	1,080,000 1,200,000	1,500,000 1,200,000							700,000 33,000 60,000 3,530,402 9,600,000	- - - -	Completion Sep-18
ED180007 New	Misc teaching room investment Learning Space Strategy: University funded Learning Space Strategy: HEFCE funded (TCIF) Total  Other schemes	Learning space strategy Learning space strategy Learning space strategy Learning space strategy		700,000 33,000 60,000 3,530,402 9,600,000 15,693,402	1,300,448 1,550,448	35,454	200,000 33,000 30,000 - 627,204	30,000 950,402 1,200,000 3,983,202	1,080,000 1,200,000 2,280,000	1,500,000 1,200,000							700,000 33,000 60,000 3,530,402 9,600,000 <b>15,625,860</b>	- - - - - - 67,542	Completion Sep-18  Up to 2020-21 approved in CP2017. Moved to HEFCE/OFS contributions thereafter.
ED180007 New New	Misc teaching room investment Learning Space Strategy: University funded Learning Space Strategy: HEFCE funded (TCIF) Total	Learning space strategy		700,000 33,000 60,000 3,530,402 9,600,000 15,693,402 1,026,084 4,630,000	1,300,448	35,454 14,946	200,000 33,000 30,000	30,000 950,402 1,200,000 3,983,202	1,080,000 1,200,000 2,280,000	1,500,000 1,200,000 2,700,000							700,000 33,000 60,000 3,530,402 9,600,000 15,625,860	- - - - - - 67,542	Completion Sep-18  Up to 2020-21 approved in CP2017. Moved to HEFCE/OFS contributions thereafter.  Investigating overspend - contingency may be required.
ED180007 New New EC170003 EC170007 New	Misc teaching room investment Learning Space Strategy: University funded Learning Space Strategy: HEFCE funded (TCIF) Total  Other schemes Innovation Hub (RRDF funded) Charnwood Phase 1 Charnwood Phase 1 - VAT contingency	Learning space strategy Innovation hub Charnwood Charnwood		700,000 33,000 60,000 3,530,402 9,600,000 15,693,402 1,026,084 4,630,000 926,000	1,300,448 1,550,448 864,184 500,000	35,454 14,946 52,080	200,000 33,000 30,000 - 627,204	30,000 950,402 1,200,000 3,983,202 336,458 2,338,531 467,706	1,080,000 1,200,000 2,280,000 6,138 2,000,000 400,000	1,500,000 1,200,000 2,700,000 164,788 43,374							700,000 33,000 60,000 3,530,402 9,600,000 15,625,860 1,117,260 4,630,000 926,000	67,542	Completion Sep-18  Up to 2020-21 approved in CP2017. Moved to HEFCE/OFS contributions thereafter.  Investigating overspend - contingency may be required.  As advised by Adam Baynes. Likely a high % of VAT can be recovered but not yet confirmer
ED180007 New New EC170003 EC170007 New ED170000	Misc teaching room investment Learning Space Strategy: University funded Learning Space Strategy: HEFCE funded (TCIF) Total  Other schemes Innovation Hub (ERDF funded) Charnwood Phase 1 - VAT contingency Public realm - University Road	Learning space strategy  Innovation hub Charnwood Charnwood Public realm	Nov-20	700,000 33,000 60,000 3,530,402 9,600,000 15,693,402 1,026,084 4,630,000 926,000 6,000,000	1,300,448 1,550,448 864,184 500,000	35,454 14,946 52,080	200,000 33,000 30,000 - 627,204 759,718 74,601	30,000 950,402 1,200,000 3,983,202 336,458 2,338,531 467,706 500,000	1,080,000 1,200,000 2,280,000 6,138 2,000,000 400,000 4,000,000	1,500,000 1,200,000 2,700,000 - 164,788 43,374 1,460,030	1,000,000						700,000 33,000 60,000 3,530,402 9,600,000 15,625,860 1,117,260 4,630,000 926,000 6,000,000	67,542 (91,176)	Completion Sep-18  Up to 2020-21 approved in CP2017. Moved to HEFCE/OFS contributions thereafter.  Investigating overspend - contingency may be required.  As advised by Adam Baynes. Likely a high % of VAT can be recovered but not yet confirmed Gleeds schedule
ED180007 New New EC170003 EC170007 New	Misc teaching room investment Learning Space Strategy: University funded Learning Space Strategy: HEFCE funded (TCIF) Total  Other schemes Innovation Hub (ERDF funded) Charmwood Phase 1 Charmwood Phase 1 Charmwood Phase 1 Charled University Road Public realm - University Road Public realm - Infrastructure	Learning space strategy Innovation hub Charnwood Charnwood	Nov-20 May-22	700,000 33,000 60,000 3,530,402 9,600,000 15,693,402 1,026,084 4,630,000 926,000 6,000,000 26,800,000	1,300,448 1,550,448 864,184 500,000 2,000,000	14,946 52,080 - 39,970	200,000 33,000 30,000 627,204 759,718 74,601 14,920	30,000 950,402 1,200,000 3,983,202 336,458 2,338,531 467,706 500,000 2,010,000	1,080,000 1,200,000 2,280,000 6,138 2,000,000 4,000,000 5,010,000	1,500,000 1,200,000 2,700,000 2,700,000 164,788 43,374 1,460,030 15,000,000	1,000,000 - - 4,780,000						700,000 33,000 60,000 3,530,402 9,600,000 15,625,860 1,117,260 4,630,000 926,000 6,000,000 26,800,000	67,542 (91,176)	Completion Sep-18  Up to 2020-21 approved in CP2017. Moved to HEFCE/OFS contributions thereafter.  Investigating overspend - contingency may be required.  As advised by Adam Baynes. Likely a high % of VAT can be recovered but not yet confirmer
ED180007 New New EC170003 EC170007 New ED170000	Misc teaching room investment Learning Space Strategy: University funded Learning Space Strategy: HEFCE funded (TCIF) Total  Other schemes Innovation Hub (ERDF funded) Charnwood Phase 1 - VAT contingency Public realm - University Road	Learning space strategy  Innovation hub Charnwood Charnwood Public realm		700,000 33,000 60,000 3,530,402 9,600,000 15,693,402 1,026,084 4,630,000 926,000 6,000,000	1,300,448 1,550,448 864,184 500,000 2,000,000	14,946 52,080 - 39,970	200,000 33,000 30,000 627,204 759,718 74,601 14,920	30,000 950,402 1,200,000 3,983,202 336,458 2,338,531 467,706 500,000 2,010,000	1,080,000 1,200,000 2,280,000 6,138 2,000,000 400,000	1,500,000 1,200,000 2,700,000 2,700,000 164,788 43,374 1,460,030 15,000,000	1,000,000						700,000 33,000 60,000 3,530,402 9,600,000 15,625,860 1,117,260 4,630,000 926,000 6,000,000	67,542 (91,176)	Completion Sep-18  Up to 2020-21 approved in CP2017. Moved to HEFCE/OFS contributions thereafter.  Investigating overspend - contingency may be required.  As advised by Adam Baynes. Likely a high % of VAT can be recovered but not yet confirmed Gleeds schedule
ED180007 New New EC170003 EC170007 New ED170000	Misc teaching room investment Learning Space Strategy: University funded Learning Space Strategy: HEFCE funded (TCIF) Total  Other schemes Innovation Hub (ERDF funded) Charmwood Phase 1 Charmw	Learning space strategy Innovation hub Charnwood Charnwood Public realm Public realm		700,000 33,000 60,000 3,530,402 9,600,000 15,693,402  1,026,084 4,630,000 926,000,000 6,000,000 39,382,084	1,300,448 1,550,448 864,184 500,000 2,000,000 3,364,184	14,946 52,080 39,970 -	200,000 33,000 30,000 627,204 759,718 74,601 14,920	30,000 950,402 1,200,000 3,983,202 336,458 2,338,531 467,706 500,000 2,010,000 5,652,695	1,080,000 1,200,000 2,280,000 6,138 2,000,000 400,000 5,010,000 11,416,138	1,500,000 1,200,000 2,700,000 164,788 43,374 1,460,030 15,000,000 16,668,192	1,000,000 - - 4,780,000 4,780,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	700,000 33,000 60,000 3,530,402 9,600,000 15,625,860 1,117,260 4,630,000 926,000 6,000,000 26,800,000 39,473,260	67,542 (91,176)	Completion Sep-18  Up to 2020-21 approved in CP2017. Moved to HEFCE/OFS contributions thereafter.  Investigating overspend - contingency may be required.  As advised by Adam Baynes. Likely a high % of VAT can be recovered but not yet confirmed Gleeds schedule
ED180007 New New EC170003 EC170007 New ED170000	Misc teaching room investment Learning Space Strategy: University funded Learning Space Strategy: HEFCE funded (TCIF) Total  Other schemes Innovation Hub (RRDF funded) Charnwood Phase 1 Charnwood Phase 1 - VAT contingency Public realm - University Road Public realm - infrastructure Total  Equipment RIF (Research Infrastructure Fund)	Learning space strategy Innovation hub Charnwood Charnwood Public realm Public realm Research (RIF)		700,000 33,000 60,000 3,530,402 9,600,000 15,693,402 1,026,084 4,630,000 926,000 6,000,000 26,800,000 39,382,084	1,300,448 1,550,448 864,184 500,000 2,000,000 3,364,184	35,454 14,946 52,080 39,970 106,996	200,000 33,000 30,000 627,204 759,718 74,601 14,920 849,239	30,000 950,402 1,200,000 3,983,202 336,458 2,338,531 467,706 500,000 2,010,000 5,652,695	1,080,000 1,200,000 2,280,000 6,138 2,000,000 400,000 4,000,000 11,416,138	1,500,000 1,200,000 2,700,000 164,788 43,374 1,460,030 15,000,000 16,668,192	1,000,000 - - 4,780,000	1,000,000	1,000,000	1,980,000	1,000,000	1,000,000	700,000 33,000 60,000 3,530,402 9,600,000 15,625,860 1,117,260 4,630,000 926,000 6,000,000 26,800,000 39,473,260	67,542 (91,176)	Completion Sep-18  Up to 2020-21 approved in CP2017. Moved to HEFCE/OFS contributions thereafter.  Investigating overspend - contingency may be required.  As advised by Adam Baynes. Likely a high % of VAT can be recovered but not yet confirmed Gleeds schedule
ED180007 New New EC170003 EC170007 New ED170000	Misc teaching room investment Learning Space Strategy: University funded Learning Space Strategy: HEFCE funded (TCIF) Total  Other schemes Innovation Hub (ERDF funded) Charnwood Phase 1 - VAT contingency Public realm - University Road Public realm - Infrastructure Total  Equipment RIF (Research Infrastructure Fund) RIF (Henry Wellcome Krios matched funding)	Learning space strategy  Innovation hub Charnwood Charnwood Public realm Public realm  Research (RIF) Research (RIF)		700,000 33,000 33,000 60,000 3,530,402 9,600,000 15,693,402 1,026,084 4,630,000 926,000 6,000,000 26,800,000 39,382,084 19,516,400 885,000	1,300,448 1,550,448 864,184 500,000 2,000,000 3,364,184	35,454 14,946 52,080 39,970 106,996	200,000 33,000 30,000 627,204 759,718 74,601 14,920	30,000 30,000 950,402 1,200,000 3,983,202 336,458 2,338,531 467,706 500,000 2,010,000 5,652,695	1,080,000 1,200,000 2,280,000 6,138 2,000,000 400,000 4,000,000 5,010,000 11,416,138	1,500,000 1,200,000 2,700,000 164,788 43,374 1,460,030 15,000,000 16,668,192	1,000,000 - - 4,780,000 4,780,000	1,000,000	1,000,000	1,980,000	1,000,000	1,000,000	700,000 33,000 60,000 3,530,402 9,600,000 15,625,860 1,117,260 4,630,000 926,000 6,000,000 26,800,000 39,473,260	67,542 (91,176)	Completion Sep-18  Up to 2020-21 approved in CP2017. Moved to HEFCE/OFS contributions thereafter.  Investigating overspend - contingency may be required.  As advised by Adam Baynes. Likely a high % of VAT can be recovered but not yet confirmed Gleeds schedule
ED180007 New New EC170003 EC170007 New ED170000	Misc teaching room investment Learning Space Strategy: University funded Learning Space Strategy: HEFCE funded (TCIF) Total  Other schemes Innovation Hub (RRDF funded) Charnwood Phase 1 Charnwood Phase 1 - VAT contingency Public realm - University Road Public realm - infrastructure Total  Equipment RIF (Research Infrastructure Fund)	Learning space strategy Innovation hub Charnwood Charnwood Public realm Public realm Research (RIF)		700,000 33,000 33,000 60,000 3,530,402 9,600,000 15,693,402  1,026,084 4,630,000 926,000 6,000,000 26,800,000 39,382,084  19,516,400 885,000 1,302,782 632,000	1,300,448 1,550,448 864,184 500,000 2,000,000 3,364,184	35,454 14,946 52,080 39,970 106,996	200,000 33,000 30,000 627,204 759,718 74,601 14,920 849,239	30,000 30,000 950,402 1,200,000 3,983,202 336,458 2,338,531 467,706 500,000 2,010,000 5,652,695	1,080,000 1,200,000 2,280,000 6,138 2,000,000 4,000,000 5,010,000 11,416,138 1,980,000 636,910	1,500,000 1,200,000 2,700,000 164,788 43,374 1,460,030 15,000,000 16,668,192	1,000,000 - - 4,780,000 4,780,000	1,000,000	1,000,000	1,980,000	1,000,000	1,000,000	700,000 33,000 60,000 3,530,402 9,600,000 15,625,860 1,117,260 4,630,000 926,000 6,000,000 26,800,000 39,473,260	67,542 (91,176)	Completion Sep-18  Up to 2020-21 approved in CP2017. Moved to HEFCE/OFS contributions thereafter.  Investigating overspend - contingency may be required.  As advised by Adam Baynes. Likely a high % of VAT can be recovered but not yet confirmed Gleeds schedule  Gleeds schedule
ED180007 New New EC170003 EC170007 New ED170000	Misc teaching room investment Learning Space Strategy: University funded Learning Space Strategy: HEFCE funded (TCIF) Total  Other schemes Innovation Hub (ERDF funded) Charmwood Phase 1 Charmwood Infrastructure Total  Equipment RIF (Research Infrastructure Fund) RIF (ERDF Star Project - Space Park equipment) RIF (IONA Clean Lab) RIF (IMM Spectrometer)	Learning space strategy  Innovation hub Charnwood Charnwood Public realm Public realm  Research (RIF)		700,000 33,000 60,000 3,530,402 9,600,000 15,693,402 1,026,084 4,630,000 926,000 6,000,000 26,800,000 39,382,084 19,516,400 885,000 1,302,782 632,000 225,000	1,300,448 1,550,448 864,184 500,000 2,000,000 3,364,184 2,216,400 437,000	35,454 14,946 52,080 - 39,970 - 106,996	200,000 33,000 30,000 627,204 759,718 74,601 14,920 849,239 1,166,400 885,000	30,000 30,000 950,402 1,200,000 3,983,202 336,458 2,338,531 467,76 500,000 2,010,000 5,652,695 2,410,000 665,872 421,333 157,500	1,080,000 1,200,000 2,280,000 6,138 2,000,000 4,000,000 5,010,000 11,416,138 1,980,000 636,910 210,667	1,500,000 1,200,000 2,700,000 164,788 43,374 1,460,030 15,000,000 16,668,192	4,780,000 4,780,000 1,980,000	1,980,000	1,980,000	1,980,000	1,000,000	1,980,000	700,000 33,000 60,000 3,530,402 9,600,000 15,625,860 1,117,260 4,630,000 926,000 6,000,000 26,800,000 39,473,260 19,516,400 885,000 1,302,782 632,000 225,000	67,542 (91,176)	Completion Sep-18  Up to 2020-21 approved in CP2017. Moved to HEFCE/OFS contributions thereafter.  Investigating overspend - contingency may be required.  As advised by Adam Baynes. Likely a high % of VAT can be recovered but not yet confirmed Gleeds schedule  Gleeds schedule
ED180007 New New EC170003 EC170007 New ED170000	Misc teaching room investment Learning Space Strategy: University funded Learning Space Strategy: HEFCE funded (TCIF) Total  Other schemes Innovation Hub (ERDF funded) Charmwood Phase 1 Charmwood Phase 1 Charmwood Phase 1 - VAT contingency Public realm - University Road Public realm - Infrastructure Total  Equipment RIF (Research Infrastructure Fund) RIF (Henry Wellcome Krios matched funding) RIF (ERDF Star Project - Space Park equipment) RIF (DNA Clean Lab) RIF (NMR Spectrometer) Research equipment - general	Learning space strategy Innovation hub Charnwood Charnwood Public realm Public realm Research (RIF)		700,000 33,000 60,000 3,530,402 9,600,000 15,693,402  1,026,084 4,630,000 926,000 6,000,000 26,800,000 39,382,084  19,516,400 885,000 1,302,782 632,000 6,050,000 6,050,000	1,300,448 1,550,448 864,184 500,000 2,000,000 3,364,184 2,216,400 437,000	35,454 14,946 52,080 39,970 - 106,996	200,000 33,000 30,000 627,204 759,718 74,601 14,920 1,166,400 885,000	\$00,000 30,000 \$50,402 1,200,000 3,983,202 336,458 2,338,531 467,706 \$50,000 2,010,000 \$,652,695 2,410,000 665,872 421,333 157,500 750,000	1,080,000 1,200,000 2,280,000 6,138 2,000,000 4,000,000 5,010,000 11,416,138 1,980,000 636,910 210,667	1,500,000 1,200,000 2,700,000 2,700,000 164,788 43,374 1,460,030 15,000,000 16,668,192	4,780,000 4,780,000 1,980,000	1,980,000	1,980,000	1,000,000 - 1,980,000 - 600,000	1,980,000	1,980,000	700,000 33,000 60,000 3,530,402 9,600,000 15,625,860  1,117,260 4,630,000 926,000 6,000,000 26,800,000 39,473,260  19,516,400 885,000 1,302,782 632,000 225,000 6,050,000	67,542 (91,176)	Completion Sep-18  Up to 2020-21 approved in CP2017. Moved to HEFCE/OFS contributions thereafter.  Investigating overspend - contingency may be required.  As advised by Adam Baynes. Likely a high % of VAT can be recovered but not yet confirmed Gleeds schedule  Gleeds schedule
ED180007 New New EC170003 EC170007 New ED170000	Misc teaching room investment Learning Space Strategy: University funded Learning Space Strategy: HEFCE funded (TCIF) Total  Other schemes Innovation Hub (ERDF funded) Charmwood Phase 1 Charmwood Infrastructure Total  Equipment RIF (Research Infrastructure Fund) RIF (ERDF Star Project - Space Park equipment) RIF (IONA Clean Lab) RIF (IMM Spectrometer)	Learning space strategy  Innovation hub Charnwood Charnwood Public realm Public realm  Research (RIF) Research (RIF) Research (RIF) Research (RIF) Research (RIF) Cher equipment Other equipment		700,000 33,000 33,000 60,000 3,530,402 9,600,000 15,693,402  1,026,084 4,630,000 6,000,000 26,800,000 39,382,084  19,516,400 885,000 1,302,782 632,000 225,000 6,050,000 2,851,000	1,300,448 1,550,448 864,184 500,000 2,000,000 3,364,184 2,216,400 437,000	35,454 14,946 52,080 39,970 - 106,996	200,000 33,000 30,000 627,204 759,718 74,601 14,920 849,239 1,166,400 885,000 67,500 350,000 601,000	30,000 30,000 950,402 1,200,000 3,983,202 336,458 2,338,531 467,76 500,000 2,010,000 5,652,695 2,410,000 665,872 421,333 157,500	1,080,000 1,200,000 2,280,000 6,138 2,000,000 4,000,000 4,000,000 11,416,138 1,980,000 636,910 210,667 750,000	1,500,000 1,200,000 2,700,000 2,700,000 164,788 43,374 1,460,030 15,000,000 16,668,192	4,780,000 4,780,000 1,980,000	1,980,000	1,980,000	1,000,000 - 1,980,000 - 600,000	1,980,000	1,980,000	700,000 33,000 60,000 3,530,402 9,600,000 15,625,860  1,117,260 4,630,000 926,000 6,000,000 39,473,260  19,516,400 885,000 1,302,782 632,000 225,000 6,050,000 2,851,000	67,542 (91,176)	Completion Sep-18  Up to 2020-21 approved in CP2017. Moved to HEFCE/OFS contributions thereafter.  Investigating overspend - contingency may be required.  As advised by Adam Baynes. Likely a high % of VAT can be recovered but not yet confirmed Gleeds schedule  Gleeds schedule
ED180007 New New EC170003 EC170007 New ED170000	Misc teaching room investment Learning Space Strategy: University funded Learning Space Strategy: HEFCE funded (TCIF) Total  Other schemes Innovation Hub (ERDF funded) Charmwood Phase 1 Charmwood Phase 1 Charmwood Phase 1 - VAT contingency Public realm - University Road Public realm - Infrastructure Total  Equipment RIF (Research Infrastructure Fund) RIF (Research Infrastructure Fund) RIF (REDF Star Project - Space Park equipment) RIF (NMR Spectrometer) RESEARCH QUIPMENT - RESEARCH -	Learning space strategy Innovation hub Charnwood Charnwood Public realm Public realm Research (RIF)		700,000 33,000 33,000 35,30,402 9,600,000 15,693,402  1,026,084 4,630,000 926,000 26,800,000 39,382,084  19,516,400 885,000 1,302,782 632,000 225,000 6,050,000 2,851,000 6,000 23,666,000 23,666,000	1,300,448 1,550,448 864,184 500,000 2,000,000 3,364,184 2,216,400 437,000 730,000 200,000	35,454 14,946 52,080 39,970 106,996	200,000 33,000 30,000 627,204 759,718 74,601 14,920 1,166,400 885,000 67,500 350,000 601,000 60,000 5,596,000	\$00,000 30,000 \$50,402 1,200,000 3,983,202 336,458 2,338,531 467,706 \$500,000 2,010,000 5,652,695 2,410,000 665,872 421,333 157,500 250,000 3,070,000	1,080,000 1,200,000 2,280,000 6,138 2,000,000 4,000,000 5,010,000 11,416,138 1,980,000 210,667 750,000 250,000	1,500,000 1,200,000 2,700,000 2,700,000 164,788 43,374 1,460,030 15,000,000 16,668,192 2,080,000 250,000 2,250,000	4,780,000 4,780,000 1,980,000	1,980,000 1,980,000 600,000 250,000 2,250,000	1,980,000 1,980,000 600,000 250,000 2,250,000	1,980,000 1,980,000 600,000 250,000	1,000,000  1,980,000  600,000 250,000  2,250,000	1,980,000 1,980,000 600,000 250,000	700,000 33,000 60,000 3,530,402 9,600,000 15,625,860  1,117,260 4,630,000 926,000 6,000,000 26,800,000 1,302,782 632,000 225,000 6,050,000 2,851,000 60,000 23,666,000	(91,176) (91,176)	Completion Sep-18  Up to 2020-21 approved in CP2017. Moved to HEFCE/OFS contributions thereafter.  Investigating overspend - contingency may be required.  As advised by Adam Baynes. Likely a high % of VAT can be recovered but not yet confirmed Gleeds schedule  Gleeds schedule
ED180007 New New EC170003 EC170007 New ED170000	Misc teaching room investment Learning Space Strategy: University funded Learning Space Strategy: HEFCE funded (TCIF) Total  Other schemes Innovation Hub (ERDF funded) Charmwood Phase 1 Charmwood Phase 1 Charmwood Phase 1 - VAT contingency Public realm - University Road Public realm - Infrastructure Total  Equipment RIF (Research Infrastructure Fund) RIF (Henry Wellcome Krios matched funding) RIF (ERDF Star Project - Space Park equipment) RIF (NMA Clean Lab) RIF (MMR Spectrometer) Research equipment - general Other general equipment H4UL outlet improvements (student experience)	Learning space strategy  Innovation hub Charnwood Charnwood Public realm Public realm  Research (RIF) Research (RIF) Research (RIF) Research (RIF) Research (RIF) Research (RIF) Other equipment Other equipment Other equipment		700,000 33,000 60,000 3,530,402 9,600,000 15,693,402  1,026,084 4,630,000 926,000,000 39,382,084  19,516,400 885,000 1,302,782 632,000 6,050,000 2,851,000 2,851,000 6,000	1,300,448 1,550,448 864,184 500,000 2,000,000 3,364,184 2,216,400 437,000 730,000 200,000	35,454 14,946 52,080 39,970 106,996	200,000 33,000 30,000 627,204 759,718 74,601 14,920 1,166,400 885,000 67,500 350,000 601,000 60,000 5,596,000	\$00,000 30,000 \$50,402 1,200,000 3,983,202 336,458 2,338,531 467,706 \$500,000 2,010,000 5,652,695 2,410,000 665,872 421,333 157,500 250,000 3,070,000	1,080,000 1,200,000 2,280,000 6,138 2,000,000 4,000,000 5,010,000 11,416,138 1,980,000 636,910 210,667 750,000 250,000	1,500,000 1,200,000 2,700,000 2,700,000 164,788 43,374 1,460,030 15,000,000 16,668,192 2,080,000 250,000 2,250,000	4,780,000 4,780,000 4,780,000 1,980,000 - 600,000 250,000	1,980,000 1,980,000 600,000 250,000 2,250,000	1,980,000 1,980,000 600,000 250,000 2,250,000	1,980,000 - 1,980,000 - 600,000 250,000	1,000,000  1,980,000  600,000 250,000  2,250,000	1,980,000 600,000 250,000	700,000 33,000 60,000 3,530,402 9,600,000 15,625,860  1,117,260 4,630,000 926,000 6,000,000 26,800,000 1,302,782 632,000 225,000 6,050,000 2,851,000 60,000 23,666,000	(91,176) (91,176)	Completion Sep-18  Up to 2020-21 approved in CP2017. Moved to HEFCE/OFS contributions thereafter.  Investigating overspend - contingency may be required.  As advised by Adam Baynes. Likely a high % of VAT can be recovered but not yet confirmed Gleeds schedule  Gleeds schedule  Budget needs to be increased for refurb element. Currently equipment only.
ED180007 New New EC170003 EC170007 New ED170000	Misc teaching room investment Learning Space Strategy: University funded Learning Space Strategy: HEFCE funded (TCIF) Total  Other schemes Innovation Hub (ERDF funded) Charmwood Phase 1 Charmwood Phase 1 Charmwood Phase 1 - VAT contingency Public realm - University Road Public realm - Infrastructure Total  Equipment RIF (Research Infrastructure Fund) RIF (Research Infrastructure Fund) RIF (ERDF Star Project - Space Park equipment) RIF (INA Clean Lab) RIF (MMR Spectrometer) Research equipment - general Other general equipment H4UL outlet improvements (student experience) IT infrastructure Total	Learning space strategy  Innovation hub Charnwood Charnwood Public realm Public realm  Research (RIF) Research (RIF) Research (RIF) Research (RIF) Research (RIF) Research (RIF) Other equipment Other equipment Other equipment		700,000 33,000 33,000 35,30,402 9,600,000 15,693,402  1,026,084 4,630,000 926,000 26,800,000 39,382,084  19,516,400 885,000 1,302,782 632,000 225,000 6,050,000 2,851,000 6,000 23,666,000	1,300,448 1,550,448 864,184 500,000 2,000,000 3,364,184 2,216,400 437,000 730,000 200,000	35,454 14,946 52,080 39,970 106,996	200,000 33,000 30,000 627,204 759,718 74,601 14,920 1,166,400 885,000 67,500 350,000 601,000 60,000 5,596,000	\$00,000 30,000 \$50,402 1,200,000 3,983,202 336,458 2,338,531 467,706 \$500,000 2,010,000 5,652,695 2,410,000 665,872 421,333 157,500 250,000 3,070,000	1,080,000 1,200,000 2,280,000 6,138 2,000,000 4,000,000 5,010,000 11,416,138 1,980,000 210,667 750,000 250,000	1,500,000 1,200,000 2,700,000 2,700,000 164,788 43,374 1,460,030 15,000,000 16,668,192 2,080,000 250,000 2,250,000	4,780,000 4,780,000 1,980,000 500,000 250,000 2,250,000	1,980,000 1,980,000 600,000 250,000 2,250,000	1,980,000 1,980,000 600,000 250,000 2,250,000	1,980,000 1,980,000 600,000 250,000	1,000,000  1,980,000  600,000 250,000  2,250,000	1,980,000 1,980,000 600,000 250,000	700,000 33,000 60,000 3,530,402 9,600,000 15,625,860  1,117,260 4,630,000 926,000 6,000,000 26,800,000 1,302,782 632,000 225,000 6,050,000 2,851,000 60,000 23,666,000	(91,176) (91,176)	Completion Sep-18  Up to 2020-21 approved in CP2017. Moved to HEFCE/OFS contributions thereafter.  Investigating overspend - contingency may be required.  As advised by Adam Baynes. Likely a high % of VAT can be recovered but not yet confirmed Gleeds schedule  Gleeds schedule  Budget needs to be increased for refurb element. Currently equipment only.
ED180007 New New EC170003 EC170007 New ED170000	Misc teaching room investment Learning Space Strategy: University funded Learning Space Strategy: HEFCE funded (TCIF) Total  Other schemes Innovation Hub (ERDF funded) Charnwood Phase 1 Charnwood Phase 1 Charnwood Phase 1 - VAT contingency Public realm - University Road Public realm - Infrastructure Total  Equipment RIF (Research Infrastructure Fund) RIF (Henry Wellcome Krios matched funding) RIF (ERDF Star Project - Space Park equipment) RIF (DNA Clean Lab) RIF (MNR Spectrometer) Research equipment - general Other general equipment H4UL outlet improvements (student experience) IT infrastructure Total  Other capital expenditure	Learning space strategy  Innovation hub Charnwood Charnwood Public realm Public realm  Research (RIF) Research (RIF) Research (RIF) Research (RIF) Research (RIF) Research (RIF) Other equipment Other equipment Other equipment		700,000 33,000 33,000 35,30,402 9,600,000 15,693,402  1,026,084 4,630,000 926,000 26,800,000 39,382,084  19,516,400 885,000 1,302,782 632,000 225,000 6,050,000 2,851,000 6,000 23,666,000	1,300,448 1,550,448 864,184 500,000 2,000,000 3,364,184 2,216,400 437,000 730,000 200,000	35,454 14,946 52,080 39,970 106,996	200,000 33,000 30,000 627,204 759,718 74,601 14,920 1,166,400 885,000 67,500 350,000 601,000 60,000 5,596,000	\$00,000 30,000 \$50,402 1,200,000 3,983,202 336,458 2,338,531 467,706 \$500,000 2,010,000 5,652,695 2,410,000 665,872 421,333 157,500 250,000 3,070,000	1,080,000 1,200,000 2,280,000 6,138 2,000,000 4,000,000 5,010,000 11,416,138 1,980,000 210,667 750,000 250,000	1,500,000 1,200,000 2,700,000 2,700,000 164,788 43,374 1,460,030 15,000,000 16,668,192 2,080,000 250,000 2,250,000	4,780,000 4,780,000 1,980,000 500,000 250,000 2,250,000	1,980,000 1,980,000 600,000 250,000 2,250,000	1,980,000 1,980,000 600,000 250,000 2,250,000	1,980,000 1,980,000 600,000 250,000	1,000,000  1,980,000  600,000 250,000  2,250,000	1,980,000 1,980,000 600,000 250,000	700,000 33,000 60,000 3,530,402 9,600,000 15,625,860  1,117,260 4,630,000 926,000 6,000,000 26,800,000 1,302,782 632,000 225,000 6,050,000 2,851,000 60,000 23,666,000	(91,176) (91,176)	Completion Sep-18  Up to 2020-21 approved in CP2017. Moved to HEFCE/OFS contributions thereafter.  Investigating overspend - contingency may be required.  As advised by Adam Baynes. Likely a high % of VAT can be recovered but not yet confirmed Gleeds schedule  Gleeds schedule  Budget needs to be increased for refurb element. Currently equipment only.
ED180007 New New EC170003 EC170007 New ED170000	Misc teaching room investment Learning Space Strategy: University funded Learning Space Strategy: HEFCE funded (TCIF) Total  Other schemes Innovation Hub (ERDF funded) Charmwood Phase 1 Charmwood Phase 1 Charmwood Phase 1 Charmwood Phase 1 - VAT contingency Public realm - University Road Public realm - Infrastructure Total  Equipment RIF (Research Infrastructure Fund) RIF (Henry Wellcome Krios matched funding) RIF (Henry Wellcome Krios matched funding) RIF (RMR Spectrometer) RIF (RMR Spectrometer) Research equipment - general Other general equipment H4UL outlet improvements (student experience) IT infrastructure Total  Other capital expenditure Payment to MRC for Hodgkin building Prospect and Readson House freehold	Learning space strategy  Innovation hub Charnwood Charnwood Public realm  Research (RIF)		700,000 33,000 60,000 3,530,402 9,600,000 15,693,402  1,026,084 4,630,000 9,26,000 6,000,000 26,800,000 39,382,084  19,516,400 885,000 1,302,782 632,000 6,050,000 225,000 6,050,000 23,666,000 55,188,182	1,300,448 1,550,448 864,184 500,000 2,000,000 3,364,184 2,216,400 437,000 730,000 200,000 5,583,400	35,454 14,946 52,080 39,970 106,996	200,000 33,000 30,000 627,204 759,718 74,601 14,920 1,166,400 885,000 67,500 350,000 601,000 2,596,000 5,725,900	500,000 30,000 950,402 1,200,000 3,983,202 336,458 2,338,531 467,706 500,000 2,010,000 5,652,695 2,410,000 665,872 421,333 157,500 750,000 250,000 3,070,000 7,724,705	1,080,000 1,200,000 2,280,000 6,138 2,000,000 4,000,000 5,010,000 11,416,138 1,980,000 636,910 210,667 750,000 250,000 2,250,000 6,077,577	1,500,000 1,200,000 2,700,000 2,700,000 164,788 43,374 1,460,030 15,000,000 16,668,192 2,080,000 250,000 2,250,000 5,180,000	1,000,000 - 4,780,000 4,780,000 1,980,000 - 600,000 250,000 2,250,000 5,080,000	1,980,000 1,980,000 250,000 2,250,000 5,080,000	1,980,000 1,980,000 250,000 2,250,000 5,080,000	1,980,000 1,980,000 500,000 250,000 2,250,000 5,080,000	1,980,000 1,980,000 250,000 2,250,000 5,080,000	1,980,000 1,980,000 600,000 250,000 2,250,000 5,080,000	700,000 33,000 60,000 3,530,402 9,600,000 15,625,860  1,117,260 4,630,000 926,000 6,000,000 26,800,000 139,473,260  19,516,400 885,000 225,000 225,000 6,050,000 2,851,000 55,188,182	(91,176) (91,176) (91,176)	Completion Sep-18  Up to 2020-21 approved in CP2017. Moved to HEFCE/OFS contributions thereafter.  Investigating overspend - contingency may be required.  As advised by Adam Baynes. Likely a high % of VAT can be recovered but not yet confirmed Gleeds schedule  Gleeds schedule  Budget needs to be increased for refurb element. Currently equipment only.  £0.4m foreigny currency fluctuations of £0.3m originally budgeted as revenue
ED180007 New New EC170003 EC170007 New ED170000	Misc teaching room investment Learning Space Strategy: University funded Learning Space Strategy: HEFCE funded (TCIF) Total  Other schemes Innovation Hub (ERDF funded) Charmwood Phase 1 Charmw	Learning space strategy  Innovation hub Charnwood Charnwood Public realm Public realm Public realm  Research (RIF) Research (R		700,000 33,000 33,000 60,000 3,530,402 9,600,000 15,693,402  1,026,084 4,630,000 6,000,000 26,800,000 139,382,084  19,516,400 885,000 1,302,782 632,000 225,000 6,050,000 2,851,000 6,050,000 23,666,000 55,188,182	1,300,448 1,550,448 864,184 500,000 2,000,000 3,364,184 2,216,400 437,000 730,000 200,000 5,583,400	35,454 14,946 52,080 39,970 106,996	200,000 33,000 30,000 627,204 759,718 74,601 14,920 849,239 1,166,400 885,000 607,000 607,000 5,725,900 4,073,750 (200,000)	30,000 30,000 950,402 1,200,000 3,983,202 336,458 2,338,531 467,706 500,000 2,010,000 5,652,695 2,410,000 665,872 421,333 157,500 750,000 7,724,705	1,080,000 1,200,000 2,280,000 6,138 2,000,000 4,000,000 5,010,000 11,416,138 1,980,000 210,667 750,000 250,000 2,250,000 6,077,577	1,500,000 1,200,000 2,700,000 2,700,000 164,788 43,374 1,460,030 15,000,000 2,080,000 250,000 2,250,000 5,180,000 (100,000)	1,000,000 4,780,000 4,780,000 1,980,000 600,000 250,000 2,250,000 5,080,000	1,980,000 1,980,000 600,000 250,000 2,250,000 5,080,000	1,980,000 1,980,000 600,000 250,000 2,250,000 5,080,000	1,980,000 1,980,000 600,000 250,000 5,080,000	1,000,000  1,980,000  600,000 250,000  2,250,000  5,080,000	1,980,000 1,980,000 600,000 250,000 2,250,000 5,080,000	700,000 33,000 60,000 3,530,402 9,600,000 15,625,860  1,117,260 4,630,000 926,000,000 26,800,000 1,925,000 25,000 25,000 25,000 25,000 25,000 25,000 28,51,000 6,050,000 23,666,000 55,188,182	(91,176) (91,176) (91,176)	Completion Sep-18  Up to 2020-21 approved in CP2017. Moved to HEFCE/OFS contributions thereafter.  Investigating overspend - contingency may be required.  As advised by Adam Baynes. Likely a high % of VAT can be recovered but not yet confirmed Gleeds schedule  Gleeds schedule  Budget needs to be increased for refurb element. Currently equipment only.
ED180007 New New EC170003 EC170007 New ED170000	Misc teaching room investment Learning Space Strategy: University funded Learning Space Strategy: HEFCE funded (TCIF) Total  Other schemes Innovation Hub (ERDF funded) Charmwood Phase 1 Charmw	Learning space strategy  Innovation hub Charnwood Charnwood Public realm  Public realm  Research (RIF) Other equipment Other equipment Other equipment IT infrastructure  Property acquisitions Property acquisitions Strategic programme Strategic programme Strategic programme		700,000 33,000 60,000 3,530,402 9,600,000 15,693,402  1,026,084 4,630,000 9,26,000 6,000,000 26,800,000 39,382,084  19,516,400 885,000 1,302,782 632,000 6,050,000 225,000 6,050,000 23,666,000 55,188,182	1,300,448 1,550,448 864,184 500,000 2,000,000 3,364,184 2,216,400 437,000 730,000 200,000 5,583,400	35,454 14,946 52,080 39,970 106,996	200,000 33,000 30,000 627,204 759,718 74,601 14,920 1,166,400 885,000 67,500 350,000 601,000 2,596,000 5,725,900	30,000 30,000 950,402 1,200,000 3,983,202 336,458 2,338,531 467,706 500,000 2,010,000 5,652,695 2,410,000 665,872 421,333 157,500 750,000 7,724,705	1,080,000 1,200,000 2,280,000 6,138 2,000,000 4,000,000 5,010,000 11,416,138 1,980,000 210,667 750,000 250,000 2,250,000 6,077,577	1,500,000 1,200,000 2,700,000 2,700,000 164,788 43,374 1,460,030 15,000,000 16,668,192 2,080,000 250,000 2,250,000 5,180,000	1,000,000 - 4,780,000 4,780,000 1,980,000 - 600,000 250,000 2,250,000 5,080,000	1,980,000 1,980,000 250,000 2,250,000 5,080,000	1,980,000 1,980,000 600,000 250,000 2,250,000 5,080,000	1,980,000 1,980,000 500,000 250,000 2,250,000 5,080,000	1,980,000 1,980,000 250,000 2,250,000 5,080,000	1,980,000 1,980,000 600,000 250,000 2,250,000 5,080,000	700,000 33,000 60,000 3,530,402 9,600,000 15,625,860  1,117,260 4,630,000 926,000,000 26,800,000 1,925,000 25,000 25,000 25,000 25,000 25,000 25,000 28,51,000 6,050,000 23,666,000 55,188,182	(91,176) (91,176) (91,176) (91,176)	Completion Sep-18  Up to 2020-21 approved in CP2017. Moved to HEFCE/OFS contributions thereafter.  Investigating overspend - contingency may be required.  As advised by Adam Baynes. Likely a high % of VAT can be recovered but not yet confirmed Gleeds schedule  Gleeds schedule  Budget needs to be increased for refurb element. Currently equipment only.  £0.4m foreigny currency fluctuations of £0.3m originally budgeted as revenue
ED180007 New New EC170003 EC170007 New ED170000	Misc teaching room investment Learning Space Strategy: University funded Learning Space Strategy: HEFCE funded (TCIF) Total  Other schemes Innovation Hub (ERDF funded) Charmwood Phase 1 Charmw	Learning space strategy  Innovation hub Charnwood Charnwood Public realm Public realm Public realm  Research (RIF) Research (R		700,000 33,000 33,000 60,000 3,530,402 9,600,000 15,693,402  1,026,084 4,630,000 6,000,000 26,800,000 139,382,084  19,516,400 885,000 1,302,782 632,000 225,000 6,050,000 2,851,000 6,050,000 23,666,000 55,188,182	1,300,448 1,550,448 864,184 500,000 2,000,000 3,364,184 2,216,400 437,000 730,000 200,000 5,583,400	35,454 14,946 52,080 39,970 106,996	200,000 33,000 30,000 627,204 759,718 74,601 14,920 849,239 1,166,400 885,000 607,000 607,000 5,725,900 4,073,750 (200,000)	\$00,000 30,000 \$50,402 1,200,000 3,983,202 336,458 2,338,531 467,706 \$500,000 2,010,000 \$5,652,695 2,410,000 250,000 250,000 3,070,000 7,724,705	1,080,000 1,200,000 2,280,000 6,138 2,000,000 4,000,000 5,010,000 11,416,138 1,980,000 210,667 750,000 250,000 2,250,000 6,077,577	1,500,000 1,200,000 2,700,000 2,700,000 164,788 43,374 1,460,030 15,000,000 16,668,192 2,080,000 250,000 2,250,000 5,180,000 (100,000) 849,000	1,000,000 4,780,000 4,780,000 1,980,000 600,000 250,000 2,250,000 5,080,000	1,980,000 1,980,000 600,000 250,000 2,250,000 5,080,000	1,980,000 1,980,000 600,000 250,000 2,250,000 5,080,000	1,980,000 1,980,000 600,000 250,000 5,080,000	1,000,000  1,980,000  600,000 250,000  2,250,000  5,080,000	1,980,000 1,980,000 600,000 250,000 2,250,000 5,080,000	700,000 33,000 60,000 3,530,402 9,600,000 15,625,860  1,117,260 4,630,000 926,000,000 26,800,000 1,925,000 25,000 25,000 25,000 25,000 25,000 25,000 28,51,000 6,050,000 23,666,000 55,188,182	(91,176) (91,176) (91,176)	Completion Sep-18  Up to 2020-21 approved in CP2017. Moved to HEFCE/OFS contributions thereafter.  Investigating overspend - contingency may be required.  As advised by Adam Baynes. Likely a high % of VAT can be recovered but not yet confirmed Gleeds schedule  Gleeds schedule  Budget needs to be increased for refurb element. Currently equipment only.  £0.4m foreigny currency fluctuations of £0.3m originally budgeted as revenue
ED180007 New New EC170003 EC170007 New ED170000	Misc teaching room investment Learning Space Strategy: University funded Learning Space Strategy: HEFCE funded (TCIF) Total  Other schemes Innovation Hub (ERDF funded) Charmwood Phase 1 Charmwood Phase 1 Charmwood Phase 1 - VAT contingency Public realm - University Road Public realm - Infrastructure Total  Equipment RIF (Research Infrastructure Fund) RIF (Henry Wellcome Krios matched funding) RIF (ERDF Star Project - Space Park equipment) RIF (DNA Clean Lab) RIF (NMR Spectrometer) Research equipment - general Other general equipment HAUL outlet improvements (student experience) IT infrastructure Total  Other capital expenditure Payment to MRC for Hodgkin building Prospect and Readson House freehold Revenue items within capital projects Capitalisation of staff costs Slow down of strategic programme spend	Learning space strategy  Innovation hub Charnwood Charnwood Public realm  Public realm  Research (RIF)		700,000 33,000 60,000 3,530,402 9,600,000 15,693,402  1,026,084 4,630,000 26,6000,000 26,800,000 39,382,084  19,516,400 885,000 225,000 6,050,000 225,000 6,050,000 23,666,000 55,188,182	1,300,448 1,550,448 864,184 500,000 2,000,000 3,364,184 2,216,400 437,000 730,000 200,000 5,583,400	35,454 14,946 52,080 39,970 106,996	200,000 33,000 30,000 627,204 759,718 74,601 14,920 849,239 1,166,400 885,000 607,000 607,000 5,725,900 4,073,750 (200,000)	500,000 30,000 950,402 1,200,000 3,983,202 336,458 2,338,531 467,706 500,000 2,010,000 5,652,695 2,410,000 665,872 421,333 121,530 750,000 250,000 3,070,000 7,724,705 (200,000) 849,000 (5,000,000)	1,080,000 1,200,000 2,280,000 6,138 2,000,000 4,000,000 5,010,000 11,416,138 1,980,000 210,667 750,000 250,000 2,250,000 6,077,577	1,500,000 1,200,000 2,700,000 2,700,000 164,788 43,374 1,460,030 15,000,000 16,668,192 2,080,000 250,000 2,250,000 5,180,000 (100,000) 849,000	1,000,000 4,780,000 4,780,000 1,980,000 600,000 250,000 2,250,000 5,080,000	1,980,000 1,980,000 600,000 250,000 2,250,000 5,080,000	1,980,000 1,980,000 600,000 250,000 2,250,000 5,080,000	1,980,000 1,980,000 600,000 250,000 5,080,000	1,000,000  1,980,000  600,000 250,000  2,250,000  5,080,000	1,980,000 1,980,000 600,000 2,250,000 5,080,000	700,000 33,000 60,000 3,530,402 9,600,000 15,625,860  1,117,260 4,630,000 926,000 6,000,000 26,800,000 1,302,782 632,000 60,500,000 225,000 60,500,000 23,666,000 55,188,182	(91,176) (91,176) (91,176)	Completion Sep-18  Up to 2020-21 approved in CP2017. Moved to HEFCE/OFS contributions thereafter.  Investigating overspend - contingency may be required.  As advised by Adam Baynes. Likely a high % of VAT can be recovered but not yet confirmed Gleeds schedule  Gleeds schedule  Budget needs to be increased for refurb element. Currently equipment only.  £0.4m foreigny currency fluctuations of £0.3m originally budgeted as revenue
ED180007 New New EC170003 EC170007 New ED170000	Misc teaching room investment Learning Space Strategy: University funded Learning Space Strategy: HEFCE funded (TCIF) Total  Other schemes Innovation Hub (ERDF funded) Charmwood Phase 1 Charmw	Learning space strategy  Innovation hub Charnwood Charnwood Public realm  Public realm  Research (RIF) Research (RIF) Research (RIF) Research (RIF) Research (RIF) Cher equipment Other equipment Other equipment IT infrastructure  Property acquisitions Property acquisitions Strategic programme		700,000 33,000 33,000 3530,402 9,600,000 15,693,402  1,026,084 4,630,000 26,600,000 26,800,000 39,382,084  19,516,400 885,000 1,302,782 632,000 225,000 6,050,000 2,851,000 6,050,000 23,666,000 55,188,182	1,300,448 1,550,448 864,184 500,000 2,000,000 3,364,184 2,216,400 437,000 730,000 200,000 5,583,400	35,454 14,946 52,080 39,970 106,996	200,000 33,000 30,000 627,204 759,718 74,601 14,920 1,166,400 885,000 67,500 350,000 60,000 60,000 5,725,900 4,073,750 (200,000) 447,419	\$00,000 30,000 \$50,402 1,200,000 3,983,202 336,458 2,338,531 467,706 \$00,000 2,010,000 \$5,652,695 2,410,000 665,872 421,333 157,500 750,000 250,000 3,070,000 7,724,705	1,080,000 1,200,000 2,280,000 6,138 2,000,000 4,000,000 5,010,000 11,416,138 1,980,000 210,667 750,000 250,000 2,250,000 6,077,577 (100,000) 849,000 (10,000,000) (3,030,000)	1,500,000 1,200,000 2,700,000 2,700,000 16,4788 43,374 1,460,030 15,000,000 16,668,192 2,080,000 250,000 2,250,000 3,500,000 (100,000) 849,000 (10,000,000)	1,000,000 4,780,000 4,780,000 1,980,000 250,000 2,250,000 5,080,000 (100,000) 849,000 (1,415,000)	1,980,000 1,980,000 600,000 250,000 2,250,000 5,080,000 (100,000) 849,000	1,980,000 1,980,000 500,000 250,000 2,250,000 5,080,000	1,980,000 1,980,000 600,000 250,000 2,250,000 5,080,000	1,000,000  1,980,000  600,000 250,000  2,250,000  5,080,000  (100,000 849,000	1,980,000  1,980,000  600,000 250,000  2,250,000 5,080,000  (100,000 849,000	700,000 33,000 33,000 60,000 3,530,402 9,600,000 15,625,860  1,117,260 4,630,000 926,000 6,000,000 26,800,000 1,302,782 632,000 225,000 6,050,000 2,851,000 6,050,000 23,666,000 55,188,182  3,500,000 4,073,750 ) (1,200,000) 8,088,419 (25,000,000) (23,866,000 (25,860,000)	(91,176) (91,176) (91,176) (91,176)	Completion Sep-18  Up to 2020-21 approved in CP2017. Moved to HEFCE/OFS contributions thereafter.  Investigating overspend - contingency may be required.  As advised by Adam Baynes. Likely a high % of VAT can be recovered but not yet confirmed Gleeds schedule  Gleeds schedule  Budget needs to be increased for refurb element. Currently equipment only.  £0.4m foreigny currency fluctuations of £0.3m originally budgeted as revenue
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	2017/18	Schedule		2017/18 Full Year		
	YTD	Gate	Status	Budget	Forecast	Varia
						F/(A)
	£000			£000	£000	£000
Major projects	700	0 . 0	:	2 000	2.070	42
Percy Gee East Wing	798	Gate 2	Construction	2,890	2,878	12
Brookfield Business School	1,298	Gate 1	Tender	5,341	2,991	2,350
Teaching Centre	510	Gate 1	Tender	2,517	1,088	1,429
Freemens Common (non-residential)	78	Gate 0	Feasibility	0	99	(99)
Space Park Leicester (Phase 1)	0	Gate 1	Design	1,000	85	915
Engineering Roof	(0)	Gate 2	Handover / In Use	690	(0)	690
Strategic programme	918			2,450	2,268	182
_	3,602			14,888	9,409	5,479
Campus projects	60	0 . 0	:	064	764	402
Innovation hub	60	Gate 2	Construction	864	761	103
Learning space strategy	297	N/A	N / A	1,550	631	919
Non-residential capital maintenance	1,443	N/A	N / A	1,450	2,928	(1,478)
Other campus projects	2,851	N/A	N / A	1,954	3,571	(1,617)
Communication of the communica	4,651			5,818	7,890	(2,072)
Campus services Beaumont Phase 2	2 712	Cata 2	Handayar / In Hea	2 000	2 075	(066)
	3,712 605	Gate 2	Handover / In Use	3,009	3,875	(866)
Mary Gee	397	N/A N/A	N / A N / A	3,500	605	2,895
Residential capital maintenance			1	300	397	(97)
Other campus services	211	N/A	N / A	65 <b>6,874</b>	352 <b>5,229</b>	(287) <b>1,645</b>
Equipment	4,926			0,674	3,229	1,045
Research (RIF)	1,981	N/A	N / A	2,653	2,735	(82)
IT infrastructure	1,787	N/A N/A	N/A N/A	2,000	2,600	(600)
Other equipment	760	N/A N/A	N/A N/A	930	1,028	(98)
Other equipment	4,528	IN / A	N/A	<b>5,583</b>	6,363	(780)
Other capital expenditure	4,320			3,303	0,303	(700)
Charnwood (inc. 20% VAT contingency)	75	N/A	N/A	500	75	425
Capital investment bids	382	N/A	N/A	1,842	754	1,088
Public realm	49	N,A	N/A	2,000	166	1,834
Property acquisitions	4,074	N/A	N/A	2,000	4,074	(4,074)
reperty acquisitions	4,580	11771	14771	4,342	5,068	(726)
	7,300			7,572	3,000	(,, 20)
	22,286			37,505	33,960	3,545

	Total Project Costs								
ance	Budget	Forecast	Vari	ance					
F/(A)			F/(A)	F/(A)					
%	£000	£000	£000	%					
0.4%	21,193	21,236	(43)	(0.2%)					
44.0%	15,800	15,800	0	0.0%					
56.8%	30,000	30,000	0	0.0%					
100.0%	18,000	18,000	0	0.0%					
91.5%	20,400	20,400	0	0.0%					
>100.0%	19,500	18,000	1,500	7.7%					
7.4%	N/A	N/A	0	0.0%					
12.0%	1,026	1,117	(91)	(8.9%)					
59.3%	N/A	N/A	0	0.0%					
:(100.0%)	N/A	N/A	0	0.0%					
(82.7%)	N/A	N/A	0	0.0%					
(22.22()			(===)	(					
(28.8%)	4,000	4,720	(720)	(18.0%)					
82.7%	15,000	885	14,115	94.1%					
(32.4%)	N/A	N/A	0	0.0%					
(100.0%)	N/A	N/A	0	0.0%					
(3.1%)	N/A	N/A	0	0.0%					
(30.0%)	N/A	N/A	0	0.0%					
(10.6%)	N/A	N/A	0	0.0%					
(10.070)	14/74	14//		0.070					
85.1%	5,556	5,556	0	0.0%					
59.1%	N/A	N/A	0	0.0%					
91.7%	N/A	N/A	0	0.0%					
100.0%	N/A	N/A	0	0.0%					
9.5%	0	0	0	0.0%					



Prepared by **Arup** 

# University of Leicester PMO Existing Financial Reporting Process

Job No. 260652-00

Comments
 Source of figures and

Report and PMS.

commentary from the Financial

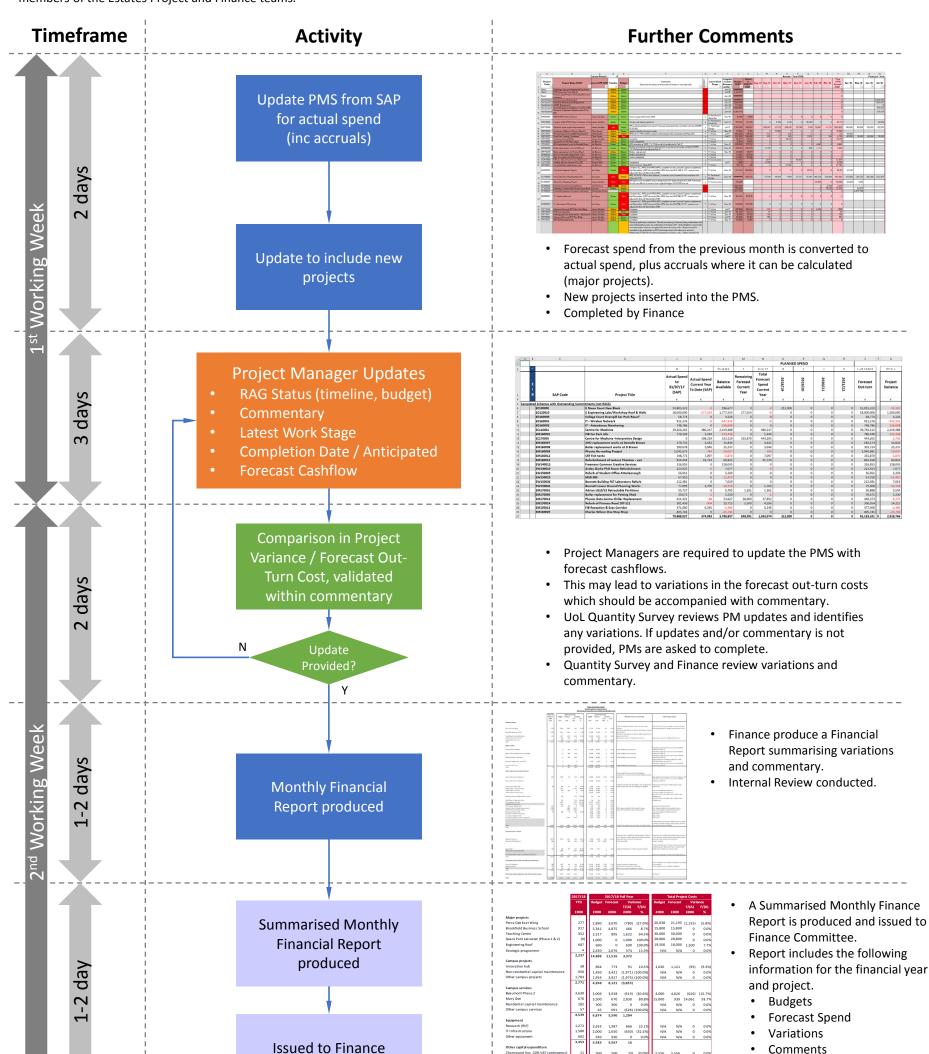
Author SY

Date: 01-May-18

Revision: 00

# Programme Management Spreadsheet (PMS) - Monthly Process

Note: This process diagram is based on discussions and observations made during the group interviews (22<sup>nd</sup> / 26<sup>th</sup> March 2018) and separate conversations with members of the Estates Project and Finance teams.



Committee



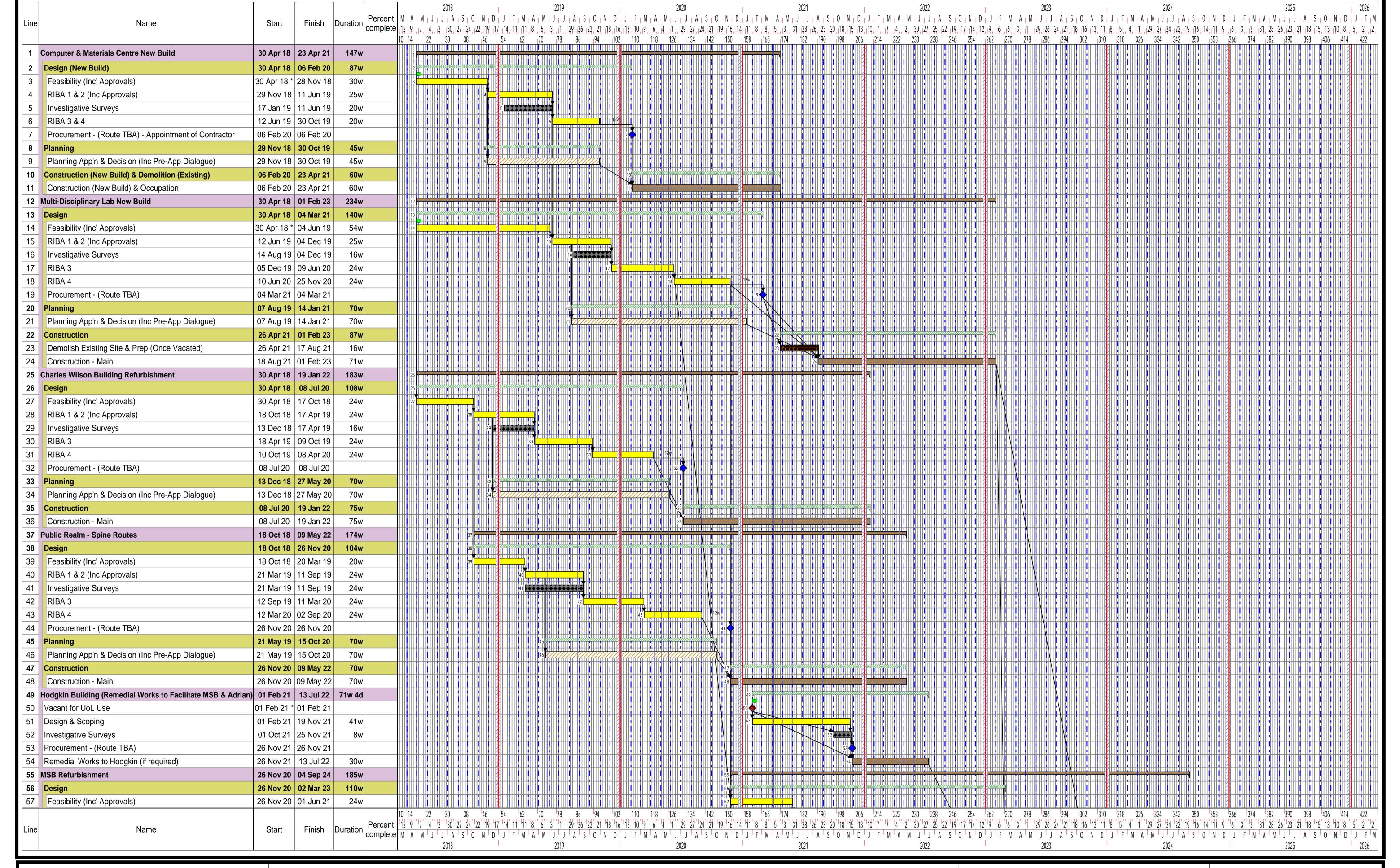
# Programme Management Office



# **PMO Operation**

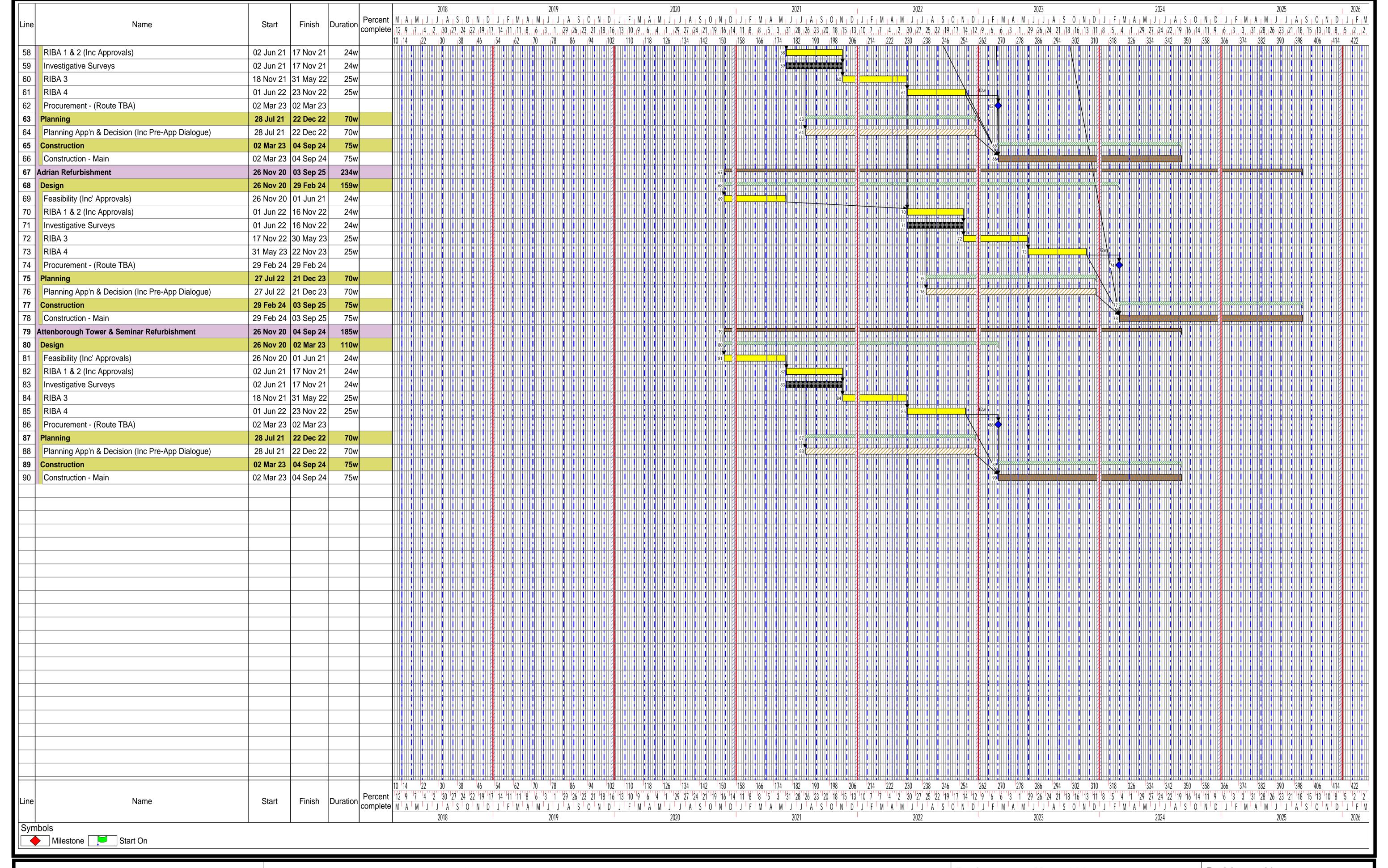
# **9.** Level 1 Programme Overview

The University has produced a Level 1 Programme of major projects as part of the strategic masterplan. This has been included within this section.





Project Title: CENTRAL CAMPUS MASTERPLAN	Project no: Mast_001	Revision no: 01
Programme Title: PHASE 2 - CENTRAL CAMPUS	Drawn By: J Pointon	Date: 18/05/2018
Client (End-User): Estates & Campus Services	Rev Comment: Development Master Programme. TARGET 7	YEAR PROGRAMME.





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Client (End-User): Estates & Campus Services	Rev Comment: Development Master Programme. TARGET 7	YEAR PROGRAMME.