

Project Status (Highlight) Report

RAG Status	Overall	Scope	Resource	Timelines	Costs
This period	Amber	Green	Red	Amber	Amber

Project Name	HotelO24
Project Manager	Ryan Lartey
Date	11/05/25

<p>1. Progress Update this reporting period</p> <ul style="list-style-type: none"> • <i>Construction is in the final stages; internal fit-out has started.</i> • <i>Site Manager resigned unexpectedly; the coverage gap affected the pace.</i> • <i>Safety certificate for rooftop terrace missed deadline.</i> • <i>Marketing materials awaiting IOC approval.</i> 	<p>2. Objectives for next reporting period</p> <ul style="list-style-type: none"> • <i>Secure replacement Site Manager (interim or contractor).</i> • <i>Confirm rooftop terrace certification with the Building Surveyor.</i> • <i>Finalise and submit marketing materials to IOC Comms.</i> • <i>Prepare site for staff induction (Month 8).</i>
<p>3. Key Meetings and Decisions Required</p> <ul style="list-style-type: none"> • <i>Board approval on terrace compliance resolution.</i> • <i>HR approval for interim Site Manager contract.</i> • <i>Decision on post-Games conversion funding variance.</i> 	<p>4. Escalated Issues and Risks (More detail available in logs)</p> <p><i>Title & Owner</i></p> <ol style="list-style-type: none"> 1. <i>Rooftop Terrace Compliance – Project Manager</i> 2. <i>Site Manager Vacancy – Operations Manager</i> 3. <i>Marketing Delays – Hotel Manager</i> 4. <i>€1.5m Conversion Cost Gap – Project Manager</i> 5. <i>Induction Access Readiness – Hotel Manager</i>

Project Status (Highlight) Report

RAG Status	Overall	Scope	Resource	Timelines	Costs
This period	Amber	Amber	Amber	Amber	Green

Project Name	Olympic Gymnasium
Project Manager	Ryan Lartey
Date	11/05/25

<p>1. Progress Update this reporting period</p> <ul style="list-style-type: none"> • <i>Construction progressing interior and exterior are on track.</i> • <i>Two new events were added; the layout redesign is in progress.</i> • <i>Gym team requirements missing from the UK and China.</i> • <i>Paralympic accessibility equipment is not yet confirmed.</i> 	<p>2. Objectives for next reporting period</p> <ul style="list-style-type: none"> • <i>Finalise layout changes for additional events.</i> • <i>Receive team requirements and lock design.</i> • <i>Initiate procurement for accessibility needs.</i> • <i>Scope and plan for virtual tour (IOC requirement).</i>
<p>3. Key Meetings and Decisions Required</p> <ul style="list-style-type: none"> • <i>Design Lead handover and extension discussion.</i> • <i>Confirm budget for virtual tour platform.</i> • <i>Meeting with Paralympics Office on readiness.</i> 	<p>4. Escalated Issues and Risks (More detail available in logs)</p> <p><i>Title & Owner</i></p> <ol style="list-style-type: none"> <i>1. Missing Team Requirements – Gym Committee</i> <i>2. Layout Delays for New Events – Design Lead</i> <i>3. Virtual Tour Planning – Tech Lead</i> <i>4. Equipment Shipping Delays – Operations Lead</i> <i>5. Accessibility Gaps – Project Manager</i>

RAG Definition For Project Status

RAG Status	Green	Amber	Red
Scope	<ul style="list-style-type: none"> • Clear on deliverables • Clear on what's in/out of scope • Interdependencies with other projects/activities understood and being managed 	<ul style="list-style-type: none"> • Major deliverables clear but scope still moving/lack of clarity (including change requests not yet approved) • Plan in place to address 	<ul style="list-style-type: none"> • Significant uncertainty in scope and deliverables
Resource	<ul style="list-style-type: none"> • Project team in place, no significant gaps in resourcing • No risk to project delivery 	<ul style="list-style-type: none"> • Gap in resourcing but plan in place to address • Project delivery at risk but manageable 	<ul style="list-style-type: none"> • Resource not in place/ roles not identified • Impact on ability to deliver project
Timelines	<ul style="list-style-type: none"> • Clear on timelines/critical path • On track to deliver to milestones 	<ul style="list-style-type: none"> • Timeline slipping against planned dates although not yet missed any key project milestones that would result in a delay in project completion • Plans in place to mitigate risk and stakeholders aware 	<ul style="list-style-type: none"> • Progress has slipped behind plan to the point that delivering the overall project on schedule is not recoverable without intervention
Costs	<ul style="list-style-type: none"> • Costs clearly defined and corresponding budget allocated to the project • Project forecast to be on track/under budget 	<ul style="list-style-type: none"> • Remaining uncertainty about costs Budget identified but not yet signed off Project is projecting to overspend and there is a risk that they may seek approval for additional funding 	<ul style="list-style-type: none"> • Costs not understood • Budget not available • Project has overspent or there is a high likelihood of the risk of overspend.
Overall	<ul style="list-style-type: none"> • No Red sub-categories • No more than 1 Amber sub-category with clear plan to bring back to Green • No risk or issue material to project success 	<ul style="list-style-type: none"> • No Red sub-categories • More than 1 Amber sub-category • Risks and issues exist with plans to manage them 	<ul style="list-style-type: none"> • One or more Red sub-category • Significant risk or issue without appropriate treatment plan

6 (b) – STATUS REPORTING

To: "Paralympics Programme Office"

CC:

From: "You" <projectmanager@consultancy.com.>

Subject: Monthly Report – Olympic Gymnasium Project Update

Dear Paralympics Programme Office,

Please find below the latest updates from the Olympic Gymnasium project relevant to your remit:

1. Accessibility Readiness

We are currently reviewing equipment and site layout to ensure full accessibility compliance. A procurement plan is being developed to meet accessibility needs for the Paralympics. A full audit is planned by the end of Month 9.

2. Equipment Delivery Risks

Some gym equipment is experiencing delays due to post-Brexit customs issues (notably UK and US suppliers). We are actively exploring alternative supply routes to avoid slippage that may impact the Paralympics readiness window.

3. Venue Layout Adjustments

The recent addition of two new gymnastic events requires changes to the internal layout. These changes are being incorporated, and we are ensuring that they continue to support Special Olympics and Paralympic use.

4. Coordination & Assurance

We are continuing monthly tracking of Paralympics-specific milestones and welcome input to confirm all requirements have been captured.

Please let me know if you would like a separate walkthrough or if any further information is required.

Best regards,

Ryan Lartey
Project Manager

7 – MANAGING STAKEHOLDERS

To: "Hotel Manager"

CC:

From: "You" <projectmanager@consultancy.com.>

Subject: RE: Our Next Meeting & A Few Points to Note

Dear (Hotel Manager's Name),

Thank you for your message and for outlining your priorities ahead of our next meeting. Please find my responses and updates to your points below:

Build Timeline & Terrace Safety:

I can confirm that the hotel build remains on track for the planned opening, with handover still forecasted for the end of Month 10. However, I must flag that the rooftop terrace safety certification has missed its initial deadline, as noted in the latest Building Surveyors' report. I've escalated this as a priority and will confirm the next steps with our legal and safety teams to ensure resolution without delay.

IOC Legal Agreement:

Regarding the post-Games use agreement, I've followed up with the IOC legal team. The contract is still under review. I will provide a confirmed update as soon as I hear back. We're continuing to factor this into post-delivery planning.

Marketing Materials:

I've reached out to the IOC's central communications team for guidance on official wording, logos, and sponsor usage. Once we receive clearance, I'll support you with the draft content and coordinate translation and media assets.

Induction Site Visit (Month 8):

The proposed induction visit for new hotel staff in Month 8 is noted. I will liaise with the construction team to ensure the site is accessible and safe for a guided tour during that time. This will align with pre-launch prep activities shown in the High-Level Plan.

Please rest assured these points are being actively progressed, and I look forward to discussing everything further in our upcoming meeting.

Best regards,

Ryan Larthey

Project Manager

Team Structure - HotelO24

Programme Sponsor

└─ Project Manager (Me)

├─ Operations Manager

├─ Design Lead (rolling off the end of Q2)

├─ Tech Lead (50% from Q3)

└─ Site Manager (VACANT)

└─ Building Contractors

── Hotel Manager (Stakeholder)

── IOC Legal Team (Stakeholder)

── IOC Comms Team (Stakeholder)

Team Structure - Gymnasium Project

Programme Sponsor

└─ Project Manager (Me)

├─ Operations Lead

├─ Design Lead (rolling off the end of Q2)

├─ Tech Lead (50% from Q3)

└─ Site Manager (shared - VACANT)

└─ Building Contractors

— Gym Committee Member (25% allocation)

— Paralympics Programme Office (Stakeholder)

— National Gymnast Teams (Stakeholders)

1 – PROJECT PLANNING

a) Review of High-Level Plans for Both Projects

Missing Key Milestones – HotelO24:

Rooftop Terrace Safety Check – Month 6

- The Building Surveyors' report states the deadline for the terrace safety certification has already passed.
- Since we are currently in Month 6 and the report says the deadline has already passed, that means the task was meant to be completed in Month 5 or earlier.
- Therefore Month 6 is now the last possible time to urgently resolve the issue before it delays the rest of the project.

Marketing Material Approval – Month 7

- The Hotel Manager's email states that promotion planning will begin at my next meeting and that marketing assets (logos, wording, sponsors, etc.) are needed.
- To stay on schedule, IOC marketing approvals should be initiated in Month 7, leaving enough time to prepare and launch the campaign ahead of Month 10.

IOC Agreement on Post-Use – Months 6–7

- The Hotel Manager's email notes their boss has asked for an update (on commercial agreement with the IOC) and that the last communication confirmed the contract was still with the IOC legal team.
- Since the hotel's post-games function depends on this agreement and operational planning starts in Month 9, it must be finalised by Month 7 at the latest to avoid downstream delays.
- Setting a deadline like Month 7 allows enough time for approvals and planning, especially in a Waterfall project where changes later in the process are costly and disruptive.

Staff Induction Site Visit – Month 8

- The Hotel Manager's email requests that new recruits be brought onsite during Month 8 as part of their induction and training.
- This fits just before the hotel chain officially moves onsite in Month 9 and ensures staff are prepared ahead of pre-launch activity.

Launch Readiness Check – Month 9

- The existing Gantt chart shows that the hotel is scheduled to launch in Month 10, following the final handover and preparation stages.
- A readiness review in Month 9 ensures any final defects or issues are resolved in time, with a clear go/no-go decision ahead of the Olympic-driven launch date.

Missing Key Milestones – Gymnasium:

Design Adjustments for New Gym Events – Start Month 6

- The email from the Olympic Gym Committee states that two new gymnastics events have been added, which will require a different layout and setup not included in the current design.
- Because design changes affect equipment orders and construction planning, this must be addressed by Month 6 to avoid delays to building and setup activities scheduled for Months 8–9.

Virtual Tour Development – Start Month 7

- The email from the Olympics Gym Committee confirms that officials from multiple countries have requested an interactive virtual tour of the facility before the Games.
- This was not in the original plan and requires coordination, content creation, and technical implementation. Starting this in Month 7 allows time for development and testing before use in Q4.

Team Requirements Finalisation (UK & China) – Finalise by Month 6

- My follow-up email to the Gym Committee Member notes that the UK and China have not yet submitted their team and changing room requirements, unlike other countries.
- These inputs are essential for completing final layouts and ordering equipment.
- Month 6 is the latest point to receive UK and China’s requirements, as these are needed to finalise layouts and place equipment orders in time for construction and setup in Months 7–9.

Contingency Sourcing for Japanese Trees – Month 6

- The Operations Manager’s email states that the trees originally intended for the site cannot be imported in time due to shipping issues.
- The Operations Manager stated the “Programme Sponsor is keen on receiving the trees from Japan,” so alternatives must be sourced in Month 6 to preserve the intended visual impact ahead of landscaping in Months 9–10.

Better Project Closure Placement – HotelO24:

Suggested Move: From Month 10 to the end of Month 9

- The Gantt chart for HotelO24 shows project closure currently scheduled in Month 10, just before the official Hotel Launch, which is aligned with the Olympic Games starting in Month 11.
- Closing the project so close to going live leaves little to no time for addressing issues, completing snagging, or making final adjustments.
- Moving closure to the end of Month 9 allows a 6-week buffer, giving space for quality checks, resolving delays (like the terrace certification), and avoiding last-minute risks that could impact Olympic readiness.

Critical Path Milestones – HotelO24:

Construction Complete

- The HotelO24 Gantt chart shows the construction stage ending in Month 9 and forming the base for all subsequent stages.
- This is a foundational milestone. Without completion of construction, internal fit-out, staff access, and pre-launch activities cannot proceed.

Rooftop Terrace Certified

- The Building Surveyors' report and the Hotel Manager's email both confirm the rooftop terrace is non-negotiable and must be included as per contract, with legal action threatened if omitted.
- Certification is required before completion, making this a direct dependency for both the build and legal approval of the site.

Internal Fit-Out & Preparation

- The Gantt chart outlines "Hotel Chain Pre-Launch Preparation" immediately after construction.
- Internal fit-out ensures that all guest areas, utilities, and facilities are ready for use. The hotel cannot function without this stage being complete.

Staff Induction & Training

- The Hotel Manager's email states that new staff will visit the site for induction in Month 8.
- Staff must be trained and familiar with the layout and operations before handover in Month 9 and launch in Month 10.

Launch Readiness Check

- This is not named on the chart but logically fits before project closure and go-live. It acts as an internal quality assurance milestone.
- A final readiness check ensures the hotel is safe, compliant, and fully operational before opening to Olympic guests.

Hotel Launch (Go Live)

- The HotelO24 Gantt chart shows "Hotel Launch – GO LIVE" fixed in Month 10, just before the Olympic Games Date in Month 11.
- This milestone is immovable and tied to external Olympic deadlines. Any delays before this point risk reputational damage and operational failure.

Milestones AT RISK – HotelO24:

Rooftop Terrace Certification

- The Building Surveyors' report confirms that “the deadline for confirming the safety certificate for the terrace at the hotel has passed,” while the Hotel Manager states the terrace is “non-negotiable” and warns that “if the terrace is not built, the hotel will invoke legal action.”
- This creates a high legal and reputational risk if not resolved immediately, directly impacting the build and handover timeline.

IOC Agreement on Post-Use

- The Hotel Manager states, “My boss has also asked me to follow up on the commercial agreement between the hotel chain and the IOC... The last we heard was that it was still with the IOC legal team.”
- The hotel's long-term use after the Olympics is dependent on this agreement, and delays could affect financial and operational planning.

Marketing Materials Approval

- The Hotel Manager requests support with marketing and specifies it will include “logos, official wording, official sponsor details, writing press releases, translation of content into different languages, social media coverage,” all of which require IOC input and approval.
- Any delays in communication or approval from IOC Comms could delay pre-launch promotion and affect brand visibility.

Site Resource Gap (Site Manager Resignation)

- The Operations Manager states, “the Site Manager has handed in their notice as they have received an offer to work on a new development in Dubai,” highlighting the loss of a key team member with deep local knowledge and creating a critical gap in site leadership.
- Without immediate replacement, project coordination and on-site progress could slow, affecting the overall timeline.

Milestones AT RISK – Gymnasium:

Team Requirements (UK/China)

- In my email to the Gym Committee, I stated that “I have a long list of requirements from all teams but have not yet received anything from the UK or China teams,” highlighting the missing inputs needed for team and changing room layouts.
- Without this input, design finalisation is stalled, which could affect layout planning, equipment orders, and build execution.

Design Changes for New Events

- The Olympics Gym Committee’s email states, “Two new events have been added to the gymnastics schedule. This will require a different layout and set up which has not been factored into the current design and plans for the Gymnasium site.”
- These new events were not included in the original plans, meaning the design team now faces a scope change and added time pressure to update the layout without delaying the project schedule.

Virtual Tour Creation

- The Olympics Gym Committee’s email states, “Some will be in Paris ahead of the games, some have asked for a virtual tour that is interactive so that they can ask questions as they go,” introducing a new requirement for interactive virtual tours for country officials.
- This was not part of the initial scope or timeline and requires new planning, resources, and delivery under a tight timeframe.

Gym Equipment Delivery

- The Operations Manager states, “The gym equipment being purchased from the UK, US and a manufacturer in North Africa was on track for delivery, however, Brexit has introduced some import/export challenges,” highlighting delays caused by international trade issues.
- While alternative suppliers exist (e.g. Australia), the longer delivery timeline may result in delays in installation and readiness.

PROJECT PLANNING SUMMARY

- I identified missing milestones by reading scenario details that weren’t shown in the Gantt charts (e.g. terrace safety, marketing prep).
- I placed them using project logic: planning before construction ends, marketing before launch, induction before handover, etc.
- I marked risks where delays, missing inputs, or new requirements could realistically block progress.
- I moved the HotelO24 closure to give breathing space before the Olympic deadlines.

2 – BUDGET

What else may need to be included in the budget?

Replacement Site Manager (Contractor Cost)

- Referenced from the Operations Manager's email, the current Site Manager has resigned, and urgent replacement is needed to avoid project disruption.
- The current Site Manager is budgeted at £3,000/month, but a contractor may cost significantly more due to short notice.
- A provision for higher contractor rates (e.g., £5,000–£6,000/month) should be included to maintain site oversight.

Contingency for Rooftop Terrace Certification Work

- Referenced from the Building Surveyor's report and Hotel Manager's email, the rooftop terrace certification has missed its deadline and is a legal risk.
- Additional surveying, materials, or redesigns may be required which are currently not budgeted for.

Marketing & Communications Support

- As outlined in the Hotel Manager's email, there is a request for Olympic-aligned marketing materials, translation, press releases, and social media.
- These external services (designers, translators, PR support) are not costed in the resource budget but are essential for the hotel's launch and branding.

Virtual Tour Development for Gymnasium

- Referenced from the Olympics Gym Committee's email, the gym now needs a fully interactive virtual tour.
- This likely involves video production, editing, 3D software or streaming — again, not budgeted for.

Post-Games Hotel Conversion Planning

- The Building Surveyor's report mentions the post-Games residential plan will cost an additional €1.5 million.
- Even if this is not required immediately, a phased budget plan or partial allocation should be considered for stakeholder transparency.

Do you need to use the contingency for anything?

Yes, several items now justify contingency use:

- Partial coverage for the Site Manager replacement – A temporary contractor would exceed the £3,000/month budget.
- Virtual Tour delivery – A new requirement with no dedicated funds.
- Initial terrace works – Especially if legal compliance or rework is needed before certification.

The contingency is currently set at 10% of the total resource budget (£688,425), giving enough buffer for short-term gaps, but limited for structural changes.

Where else could you get funding from to increase the budget?

Reallocate unused Tech Lead time

- The budget sheet shows the Tech Lead drops to 50% allocation from Month 7–9.
- These savings (~£2,125/month) could be reallocated to cover digital outputs (e.g. gym virtual tour or hotel marketing support).

Central IOC Communications Team

- Engaging the “IOC – Central Programme Team” early could help reduce marketing expenses by providing access to their design and translation services at no additional cost.

Budget – Summary Points

- A replacement Site Manager is urgently needed; likely to cost more than the £3,000/month currently budgeted.
- Rooftop terrace certification is overdue and may require urgent compliance work, which is not currently costed.
- Marketing and communication support (e.g. branding, translations, press releases) is required for HotelO24 but not included in the existing resource budget.
- A virtual tour of the gymnasium has been newly requested and will need funding for production and technical setup.
- Initial planning for post-Games hotel conversion (estimated at €1.5m) may need to begin in this budget period.
- The contingency fund (£688,425) should be used to cover short-term gaps such as the Site Manager, terrace work, and virtual tour delivery.
- Additional funding could be sourced from reallocated Tech Lead savings and support from the IOC Communications Team.