









Risk Dashboard

Project	Overall Status	Milestones	Budget	Risks	Headline
Layden House					City of London Corporation appointed as the LGA client-side for the project. Professional services for the refurbishment project were appointed in April 2016 and the project is on track, with vacant possession of Layden and major works scheduled to start in April 2016.
Liberata Transition					Programme is on track and on schedule. Back office list and shift transfer is to be completed on 1 June 2015. ICT partner to be appointed in June and service transfer completed in November. There are no major risks in the programme.

- RED** Project will miss milestones, or deliverables will be compromised. Replan or descope required
- AMBER** There is a chance that project will miss deadlines or deliverables will be compromised unless specific action taken
- GREEN** Everything under control
- BLACK** N/A

Milestones-budget

MILESTONES					
Project	Milestone	Planned Finish Date	Rescheduled Finish	Actual Finish Date	RAG
Layden House	Start procurement for design team, project manager & quantity surveyor	31/12/14		31/12/14	●
	Undertake survey works	31/01/15		31/03/14	●
	Procurement review	28/02/15			●
	Appoint consultant team	31/03/15		20/04/14	●
	Prepare detailed design and tender documentation	30/07/15			●
	Prepare planning application for retail unit	31/08/15			●
	Decision point for extra floor extension	31/05/15			●
	Issue ITT for main works	31/09/2015			●
	Appoint design and build contractor	29/02/16			●
	Vacant possession	30/04/16			●
	Start on site	30/05/16			●
	Handover	31/03/17			●
	Overall				●
	Liberata Transition	HR to confirm 1 June transfer is viable	30/04/15		28/04/15
Initial reporting arrangements outlined and approved		31/05/15			●
Confirm ICT provider		30/06/15			●
Service Redesign		12/05/15	31/05/15		●
Correspondance with Liberata suppliers		30/05/15			●
Transfer of staff to LGA		01/06/15			●
Overall				●	

Budget				
Project	2014/15			
	Budget (£)	Spend to 31/03/15 (£)	Score	Score
Layden House	250,000	43,475	1	●
Liberata Transition (Special Projects budget)	775,602	108,040	1	●

Liberata Risk Register

Version	1.00
Date	13/05/15

Ref	Risk	Impact	Likelihood	Owner	Last Status	Status	Mitigation
1	Programme & full service transition not completed by Jan 2016 and major service failure	R	G	SH	G	G	Programme is fully resourced and Governance is effective
2	LGA doesn't effectively 'buy-in' to new service arrangement and this leads to savings benefits realisation reduction	A	A	SH	G	G	Key stakeholders are managed and maintained through effective LGA and joint communications
3	Relationship with Liberata breaks down causing delays and information deficits	R	A	SG	G	G	Clear joint plan, regular dialogue and communications between LGA, Programme and Liberata
4	Early TUPE transfers are not possible or becomes complicated and leads to major delays to the programme. Main challenges lies in pensions policy decision and tactics	A	A	SR	A	A	Pensions support is place, Payroll kept under review, clear plan is palce
5	LGA unable to legally contract with a new partner for its ICT Services	R	G	SG	Closed	Closed	Legal Advice now is place and Teckal route will be used
6	OJEU, Framework or Renegotiation process not completed in time should LA partner not prove possible	R	A	SG	Closed	Closed	Ensure early decision (March 2015) on ICT service delivery option is made and implemented.
7	ICT service requirements not agreed within LGA or are delayed	A	A	CH	Closed	Closed	ICT Lead and ICT Strategy remains fully engaged in issues impacting on ICT and acts as the 'client'
8	Business Case benefits are not understood and clearly articulated	A	G	HP & SG	G	G	Benefits Plan and new budget forecasts now completed - LGA should assign and Benefits Management Owner post June/July
9	Business Case benefits are not delivered and programme does achieve its goals	A	A	A	A	A	Establish a benefits management process that applies to each project
10	Negative press reporting creates confusion and impacts on LGA decision-making. Reputational risk to LGA	A	G	DH	G	G	External media are effectively managed
11	Liberata 3rd party contracts prove difficult to address and re-commission and creates delays for ICT, FM, Catering and Print projects	A	A	SG & TSb	G	G	Exit Plan received and under review. Resource issues kept under review
12	Loss of data during transition	A	G	SG	A	G	Liberata and LGA have a plan in place that deals with Phase 1 transfer and will be updated for Phase 2 - new ICT Partner
13	LA Partnership cannot be completed in time and impacts on service transition	R	A	SG	A	A	Robust management of ICT project - clear political buy-in
14	Disagreements with Liberata transitional and final payments delays transition	A	G	HP	A	A	Commercial Meeting in place for 6th May
15	Local Government House moves and refurb may impact on service transition timescales	A	G	CH	G	G	Claire to keep Board updated of any emerging issues
16	Impact on annual conference work because of staff issues	A	A	DH	G	G	Keep programme under review
17	LGA does have the capacity to manage ongoing change and transition post-June 1and this leads to delays or fails to deliver business benefits	R	A	DH	New	A	Keep programme under review
18	Service Redesign implementation is delayed or endangered through lack of senior HR and business change transition resource	A	A	CH	New	R	Consider short term HR and change resources

Layden House Risk Register

Version	1.00
Date	31/03/15

Ref	Risk	Impact	Likelihood	Owner	Last Status	Status	Mitigation
1	The LGA does not take the optimal decision in terms of the potential for Layden House caused by incomplete professional advice. Causing a lower than anticipated rental income, prolonged void period after the refurbishment and overall asset value less than expected	G	G	CH	G	G	<ul style="list-style-type: none"> - Full options appraisal from JLL - Further cost review by Turner & Townsend - Appointment of City of London Corporation as the LGA clientside and professional services - Market conditions kept under review - Further professional advice from commercial agents
2	The LGA does not deliver the refurbishment to the required timescale caused the main or subcontractors fail to complete the refurbishment to schedule. Resulting in a loss of income	G	G	CH	G	G	<ul style="list-style-type: none"> - Appointment of City of London Corporation as the LGA clientside - Property Project Board established including member oversight - Project manager appointed
3	The LGA does not deliver the refurbishment within budget caused by unforeseen or higher than anticipated costs.	G	G	CH	G	G	<ul style="list-style-type: none"> - Cost book will be developed and cost manager appointed as part the professional services team - Regular reports to LGMB, Property Project Board and Leadership Board
4	The LGA is not able to secure funds to complete the project caused by a reduction in LGA cash balances, reduced member subscriptions or Top Slice RSG.	G	G	CH	G	G	<ul style="list-style-type: none"> - The LGA's overall strategy takes account of the likely call on resources of the investment in Layden House, to avoid competing claims on LGA cash balances. - Our Treasury Management arrangements take account of the likely cash requirements of the investment in Layden House. - Early discussions with the LGA's bank to alert them to the possible need to borrow funds against the security of LGH.