

Old Fire Station (OFS) Project Risk Log

Maintain on-going consultation on and comms with current or	Phase	Description	Impact L/M/H	Probability L/M/H	Proximity	Counter Measures	Prevention/Reduction/Acceptance/Contingency/Transference	Owner	Author	Date identified/updated	Current Status	Outcome
Acquisition and Build												
1	Consultation	Unsuccessful negotiations with Live Nation to relinquish lease on time	High	Low		Meetings held - verbal agreement reached on relinquishing of lease & formal notice letter sent & acknowledged. Formal legal agreement to be finalised and extended to new owners Ambassador. Meeting held with Cam Mac regarding release of covenant and Legal advisors now instructed to complete surrender.	Prevention	Project Team	Chris Wood/Paul Quinney	11/06/2010	Closed	Surrender achieved on agreed deadline of 1st June 2010
2	Implementation	Refused Planning Permission	High	Low		Work with planners to ensure development is in-line. Support letter from Oxford City Council to ensure pre planning advice and update to area committee prior to formal submission. Meeting held and pre application advice given and Full application submission made 20/11/09. Planning Permission with conditions granted by Area Committee. Submission of minor amendments made and agreed. Discharge of conditions to be submitted.	Reduction	Project Team	Nerys Parry/Paul Quinney	11/06/2010	Current	
3	Implementation	Project runs over cost	High	Medium		Option 3 approved with additional funding secured. Further funding to be raised/secured to reduce OCC contribution. Contractor returns indicate project is within budget. However, development of design to meet business plan have increased projected cost above budget. Value engineering undertaken to bring to 95k over budget. Additional funding being sought. Cost Plan continually reviewed. Awaiting confirmation of tender price and result of detailed opening up to establish extent of further VE required. VE undertaken, main works tender returned and accepted. Risk reduced by 12.5% to reduce project overspend to £55k to contain within revised budget.	Prevention	Project Team	Nerys Parry/Paul Quinney	26/08/2010	Current	
4	Implementation	Making building DDA compliant	Medium	Medium		Building control involved at an early stage. Meetings held with Building control and Access officer. DDA compliance to be maximised within budget. Full Building control application submitted May 2010 and approved 25th June. NOTE: 2 no platform lifts omitted as part of VE accepted by Building Control.	Reduction	Project Team	Paul Quinney	26/08/2010	Current	
5	Implementation	Slippage in project plan	High	Medium		Project Manager to continually review revised programme. Ensure early comms with HCA. Recent slippage in Stage E has been accommodated by reducing duration of Stage G as agreed with design Team. Regular review of Project Plan. Awaiting confirmation of funding to enable contractor appointment and maintain programme. Funding confirmed. Regular progress review	Prevention	Project Team	Nerys Parry/ Paul Quinney	26/08/2010	Current	
Revenue and On-going Sustainability								Project Team				
6	Consultation	Rental costs too high making project financially unviable	Medium	Medium		CEB agreed a framework on 28/01/2009 for a rent neutral situation, with the City Council charging a market rent to be covered by a recycled grant to ensure the financial viability of the project. Draft Head of Terms sent to Crisis 26th March. Mechanism for rent neutral positioning agreed between Property, Finance and Community Housing. Agreement for Lease Management agreement and SLA agreed between CRISIS and OCC.	Prevention	Project Team	Steve Sprason	26/08/2010	Closed	Agreement for Lease signed and rental cost and rent review agreed between OCC and CRISIS
7	Consultation	Unable to identify a core revenue stream to run all services in the building which is sustainable in the short, medium and longer term	High	Medium		Outline business plan presented and accepted by CEB following work by the revenue sub-group and verified by an external arts consultant. Further social enterprise expertise commissioned to further develop the business plan and ensure its robustness. Eastside Consulting proposed SE Business Case based on Hybrid model. Scheme content reviewed and development of artistic vision within context of a sustainable model being undertaken by original Arts Consultant. Revenue budget to be identified for Year 0 costs of initial staffing of non-CRISIS elements.	Prevention	Project Team	Nerys Parry/Ciara Devlin	04/02/2010	Current	
8	Consultation	Economic downturn's adverse impact on projected revenue incomes and grant	Medium	Medium		Crisis have robust contingency plans. Configuration of building to have maximum flexibility should problems arise and reflected in Design Brief. Early programming and marketing of facilities to be undertaken. Risk returned to medium probability due to confirmation of Capital grant, future Public Sector spending restrictions and economic conditions may impact on project. CRISIS launching revenue campaign.	Prevention	Project Board	Nerys Parry/Ciara Devlin	26/08/2010	Current	
9	Consultation	Collaboration between arts and homelessness provision is not aligned/compatible and cannot be agreed	High	Low		Mix of Arts and Cultural elements included. A member of arts & cultural development now on project team to shape Arts element.	Prevention	Project Team	Nerys Parry/Ciara Devlin/Laura Worsfold	04/02/2010	Current	

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	10	Consultation	Voluntary and statutory sector partners do not buy into the project	Medium	Low		Ensure they are briefed and part of the consultation process. Set out clearly how OFS fits with other services and how together the map of services meets needs.	Prevention	Project Team	Nerys Parry/Ciara Devlin	10/11/2008	Current	
	11	Consultation	Performance space/theatre is non financially viable	Medium	Medium		Feedback from arts consultant indicates that initial figures and plans are viable. Eastside proposed Hybrid model with flexible space and potential 3rd Party management. Original Arts Consultant re-engaged to undertake additional work to develop sustainable business model with recommendation of establishing Artistic Charitable Trust which was supported by CEB on 31/3/10. Appointed Trustees to review Business Plan	Prevention, acceptance and contingency	Project Team	Nerys Parry/Laura Worsfold	26/08/2010	Current	
	12	Consultation and on-going	Café is not financially viable	Low	Low		Carry out market research and feasibility study for café/restaurant. Look at other options for a viable social enterprise.	Acceptance and contingency	Project Team	Ciara Devlin	14/07/2009	Current	
	13	Implementation	Limited alcohol licence refused for café, making theatre less commercially viable	Medium	Medium		Early and ongoing dialogue with licencing officials to understand likely constraints and ensure development is in-line. Increased to medium risk as new premises licence required	Prevention	Project Team	Ciara Devlin/ Paul Quinney	26/08/2010	Current	
	14	Implementation and on-going	Loss of Political support	High	Low		Engaging and communicating with members to ensure understanding to achieve support.	Prevention	Project Board	Nerys Parry	14/07/2009		
	15	Implementation and on-going	CRISIS unable to maintain commitment to Revenue funding	High	Low		Ensure dialogue with CRISIS to demonstrate funding is being maintained	Prevention	Project Board	Ciara Devlin/ Paul Quinney	21/05/2009		
	16	Implementation and on-going	Oxford City Council unable to maintain commitment to Revenue funding	Medium	Low		Ensure dialogue maintained with members to maintain support of project.	Prevention	Project Board	Ciara Devlin/ Paul Quinney	21/05/2009		

Stakeholder Management and Communication

	17	Consultation and on-going	Adverse press coverage which jeopardises any aspect of development	Medium	Medium		Development of communication plan with key messages. On-going reinforcement from Project Team to press office	Prevention, reduction and acceptance	Project Team with Press Office	Nerys Parry	21/05/2009	Current	
	18	Consultation and on-going	HCA (Main Capital funder) not happy with overall direction of project	High	Low		Ensure activities planned remain in line with original PCP bid vision. HCA invited to Oxford for update and visited on 8/3/2010. HCA have reconfirmed support for scheme. Maintain communications with HCA.	Prevention	Project Team	Nerys Parry	26/08/2010	Current	
	19	Consultation and on-going	Resistance from residents, businesses and public	Medium	Medium		Clear comms plan. Meeting with residents and businesses to ensure correct information is disseminated. Public Meeting held on 28/10/09 with wide support. Further public meetings held on 10th February 2010 and 5th August 2010. Contractor has registered with Considerate Contractors Scheme. Further communications to be planned.	Prevention and reduction	Project Team	Paul Quinney	26/08/2010	Current	
	20	Consultation and on-going	Input/participation and good relationship with gallery users and wider visual arts sector	Medium	High		Maintain on-going consultation and comms with current or other potential gallery users to ensure their views are represented. Commitment of gallery provision being established	Prevention and reduction	Project Team	Paul Quinney	04/02/2010	Current	