

Old Fire Station (OFS) Project Risk Log

Updated on: 03/02/11

Printed on: 02/03/2011

Risk ID	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
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**CAPITAL PROJECT - Acquisition and Build**

1	Implementation	Contractor not financially stable				Financial monitoring of Contractor continued without any signs of difficult but this risk was realised with Rok entering administration on 8 <sup>th</sup> November 2010. This risk will be also carried for the replacement contractor and supply chain. Monitoring of replacement contractor to be also put in place as well as a new performance bond.	Reduction/Contingency	Project Team	Paul Quinney	03/12/2011		Risk realised
1a	Implementation	Contractor not financially stable	High	Low		Financial monitoring of Contractor continued without any signs of difficult but this risk was realised with Rok entering administration on 8 <sup>th</sup> November 2010. This risk will be also carried for the replacement contractor and supply chain. Monitoring of replacement contractor to be also put in place as well as a new performance bond.	Reduction/Contingency	Project Team	Paul Quinney	01/02/2011	Current	
2	Implementation	Conditions discharged - Planning permission	Medium	Low		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	03/12/2010	Current	
3	Implementation	Project runs over cost	High	High		Main works tender returned and accepted. Risk reduced by 12.5%. Asbestos discovered which has already taken £30k of the risk allowance. Financial implications of Rok entering administration and ability of recovering additional costs from the bond. <b>£200k further VE to be undertaken.</b>	Prevention	Project Team	Nerys Parry/ Paul Quinney	01/02/2011	Current	
4	Implementation	Making building DDA compliant	Medium	Medium		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	30/09/2010	Current	
5	Implementation	Slippage in project plan				Project Manager to continually review revised programme. Ensure continued comms with HCA. Slippage in Stage E was accomodated by reducing duration of Stage G as agreed with design Team. Regular review of Project Plan. Delay on confirmation of funding to enable contractor appointment and maintain programme. ROK in administration and appointment of Kinglerlee resulting in 3 month delay.	Prevention	Project Team	Nerys Parry/ Paul Quinney	04/02/2010		Risk realised
5a	Implementation	Slippage in project plan	High	Low	Reinstate from new date	Regular progress review	Prevention	Project Team	Nerys Parry/ Paul Quinney	01/02/2011	Current	

**ARTS COMPANY - Revenue and On-going Sustainability**

6	Consultation	Unable to identify a core revenue stream to run all Arts services in the building which is sustainable in the short, medium and longer term	High	Medium		Reccomendation of establishing Artistic Charitable Trust was supported by CEB on 31/03/10. Arts Company and Charitable status registered, appointed Trustees and Arts Director. Arts Company to review Business Plan.	Prevention	Project Team	Laura Worsfold	01/02/2011	Current	
7	Implementation	Arts Company non-performance	Medium	Medium		Working with Trustees to ensure viable Business Plan maintained	Prevention	Project Team	Laura Worsfold/ Paul Quinney	01/02/2011	Current	
8	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 to be submitted early Spring	Prevention	Project Team	Ciara Devlin/ Paul Quinney	01/02/2011	Current	

**CRISIS SKYLIGHT - Revenue and On-going Sustainability**

9	Consultaion	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. CRISIS launching revenue campaign. <b>Fund raising strategy is in place and regional fundraiser to be appointed.</b>	Prevention	Project Board	Nerys Parry/ Ciara Devlin	01/02/2011	Current	
10	Consultation	Collaboration between arts and homelessness provision is not aligned/compatible and cannot be agreed	High	Low		A member of Arts & Cultural Development now on project team to shape Arts element. <b>Arts Development Director and Trustees are working with CRISIS' Marketing Team/Head Office</b>	Prevention	Project Team	Nerys Parry/ Ciara Devlin/ Laura Worsfold	01/02/2011	Current	
11	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	

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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. <b>Working with commercial partner (Benugo) to develop Business Plan</b>	Acceptance/Contingency	Project Team	Ciara Devlin	01/02/2011	Current	
13	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		
14	Implementation and on-going	CRISIS unable to maintain commitment to Revenue funding	High	Low		Ensure dialogue with CRISIS to demonstrate funding is being maintained. <b>Regional Fundraiser being appointed.</b>	Prevention	Project Board	Ciara Devlin/ Paul Quinney	01/02/2011	Current	
15	Implementation and on-going	Oxford City Council unable to maintain commitment to funding	Medium	Low		Ensure dialogue maintained with members to maintain support of project. <b>Lease obligation for first 5 years.</b>	Prevention	Project Board	Ciara Devlin/ Paul Quinney	01/02/2011		

Stakeholder Management and Communication

16	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. <b>Working with CRISIS Communication Team</b>	Prevention/Reduction/Acceptance	Project Team with Press Office	Nerys Parry	01/02/2011	Current	
17	Consultation and on-going	HCA (capital funder) not happy with overall direction of project	High	Low		HCA have reconfirmed support for scheme. Maintain communications with HCA. <b>Follow up visit on 16th February postponed - to be rearranged</b>	Prevention	Project Team	Nerys Parry	01/02/2011	Current	
18	Consultation and on-going	Resistance from residents, businesses and public	Medium	Medium		Contractor has registered with Considerate Contractors Scheme. Further communications to be planned.	Prevention/Reduction	Project Team	Paul Quinney	26/08/2010	Current	
19	Consultation and on-going	Input/participation and good relationship with gallery users and wider visual arts sector	Medium	Medium		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. <b>Following appointment of Arts Director to commence programming activity. Probability risk reduced to medium</b>	Prevention/Reduction	Project Team	Paul Quinney	01/02/2011	Current	