

Old Fire Station (OFS) Project Risk Log

Updated on: 01/06/11

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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

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 th 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	01/02/11	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 submitted and majority approved. Awaiting feedback on last 2 remaining items.	Reduction	Project Team	Nerys Parry/ Paul Quinney	01/06/11	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. £200k further VE to be undertaken. Financial uncertainty over full recovery of additional costs arising as a result of ROK entering administration and ability of recovering these costs from the bond. Dialogue to continue with loss adjuster. Additional fees also claimed by Architect and Structural Engineer and others. Impact of 4-week delay by contractor may exceed contract provision.	Prevention	Project Team	Nerys Parry/ Paul Quinney	01/06/11	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. 1 no potentially to be added back from client risks.	Reduction	Project Team	Paul Quinney	01/06/11	Current	
5a	Implementation	Slippage in project plan	High	High	Reinstate from new date	Regular progress reviews. Delays incurred as a result of further structural works required during opening up. Probability increased to High	Prevention	Project Team	Nerys Parry/ Paul Quinney	01/04/11	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. Initial review by Art Director highlight risk of achieving Year 1 revenue target. Seeking additional funding. Initial interest in bookings positive.	Prevention	Project Team	Laura Worsfold	01/06/11	Current	
7	Implementation	Arts Company non-performance	Medium	Medium		Working with Trustees to ensure viable Business Plan maintained. Probability remains Medium - To be monitored closely	Prevention	Project Team	Laura Worsfold/ Paul Quinney	01/04/11	Current	
8	Implementation	Limited alcohol licence refused for café, making theatre less commercially viable	Medium	Low		Early and ongoing dialogue with licencing officials to understand likely constraints and ensure development is in-line to be submitted early Spring. Initial meetings held and draft application prepared	Prevention	Project Team	Ciara Devlin/ Paul Quinney	01/06/11	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. Fund raising strategy is in place and regional fundraiser appointed.	Prevention	Project Board	Nerys Parry/ Ciara Devlin	01/06/11	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. Arts Development Director and Trustees are working with CRISIS' Marketing Team/Head Office	Prevention	Project Team	Nerys Parry/ Ciara Devlin/ Laura Worsfold	01/02/11	Current	

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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	10/11/08	Current	
12	Consultation and on-going	Café is not financially viable	Medium	Low		Carry out market research and feasibility study for café/restaurant. Look at other options for a viable social enterprise. Working with commercial partner (Benugo) to develop Business Plan	Acceptance/Contingency	Project Team	Ciara Devlin	01/02/11	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	14/07/09		
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. Regional Fundraiser appointed.	Prevention	Project Board	Ciara Devlin/ Paul Quinney	01/06/11	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. Lease obligation for first 5 years.	Prevention	Project Board	Ciara Devlin/ Paul Quinney	01/02/11		

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. Working with CRISIS Communication Team	Prevention/Reduction/Acceptance	Project Team with Press Office	Nerys Parry	01/02/11	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. Follow up visit on 10th May 2011	Prevention	Project Team	Nerys Parry	01/06/11	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	26/08/10	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. Following appointment of Arts Director to programming activity has commenced with potential to include shop within Gallery. Probability of risk being realised remains Medium	Prevention/Reduction	Project Team	Paul Quinney	01/06/11	Current	