

Arts at the Old Fire Station Risk and SWOT analysis

Risk	Impact	Likelihood	Rating	Mitigation
Lack of income:				
• Fundraising	M	H	8	Work with Crisis where possible on joint bids.
• Hire of facilities	H	M	9	Extensive networking with suitable organisations; if necessary, refocus on professional and established organisations at higher charges.
• Events – unable to attract sufficient/suitable events. Knock on impact on bar takings	H	M	9	Marketing to large number of potential hirers.
• Gallery usage low	M	M	6	Extend potential client base to art schools and colleges to create different programmes
Loss of key staff	H	L	6	Trustee support for key staff
Financial loss	L	L	2	Limited use of cash. Bank with highly rated bank(s). Dual signatory for payments
Council exercises break clause in lease	L	L	2	Strong Council commitment at highest levels
Breakdown in relationship with Crisis	L	L	2	Strong working relationship with head of Crisis Skylight Oxford; Crisis representative on trustee board; OFS advisory board established under OFS management agreements with Council.

SWOT

<p>Strengths</p> <ul style="list-style-type: none"> • Well qualified, connected and committed staff team; • High quality building and facilities; • Strong Council support; • Strong relationship with Crisis; • Lack of comparable facilities locally; • Diverse operation with range of actual and potential income streams • Enterprise at the heart of the vision. 	<p>Weaknesses</p> <ul style="list-style-type: none"> • No fundraising income secured; • Small staff team; • New organisation need to create customer base and systems from scratch; • Diverse activity risks lack of focus and attention to detail.
<p>Opportunities</p> <ul style="list-style-type: none"> • Programme number of highly profitable events; • Increase occupancy rates; • Work effectively with Crisis members to demonstrate success of OFS vision; • Location on George Street and Gloucester Green. 	<p>Threats</p> <ul style="list-style-type: none"> • Loss of key staff; • Recession/difficult economic conditions reduce demand; • Sharing OFS with homeless people discourages customers • Focus on income generation undermines attempt to deliver artistic vision.