



**DRAFT PORTFOLIO HOLDER DECISION NOTICE**

**PROPOSED INDIVIDUAL DECISION BY THE PORTFOLIO HOLDER FOR FINANCE AND EFFICIENCY**

**TOPIC – ESTATES DIVISION BUSINESS PLAN 2009/10 ONWARDS**

**PROCEDURAL INFORMATION**

The Access to Information Procedure Rules – Part 4, Section 22 of the Council's Constitution provides for a decision to be made by an individual member of Cabinet.

In accordance with the Procedure Rules, the Corporate Director (Governance), the Chief Executive and the Head of Finance are consulted together with Chairman and Vice Chairman of the Principal Scrutiny Committee and all Members of the relevant Scrutiny Panel (individual Ward Members are consulted separately where appropriate). In addition, all Members are notified.

Five or more of these consulted Members can require that the matter be referred to Cabinet for determination.

**If you wish to make representation on this proposed Decision please contact the relevant Portfolio Holder and the following Committee Administrator by 10am on 31 March 2009**

**Contact Officer:**

Brian Bottrill, Senior Estates Surveyor, Tel 01962 848 441 or Wendy Steele, Facilities Manager, Tel 01962 848 397

Email: <mailto:bbottrill@winchester.gov.uk> or <mailto:wsteele@winchester.gov.uk>

**Committee Administrator:**

Ellie Hogston, Tel: 01962 848 155, Email: [ehogston@winchester.gov.uk](mailto:ehogston@winchester.gov.uk)

**SUMMARY**

Approval is sought to the detailed Business Plan for this Division. The Business Plan sets out the key actions that the Division will undertake over the coming five year period, with SMART (Specific, Measurable, Agreed, Resourced and Timed) targets (both through actions and performance indicators) by which progress will be measured and monitored. The Plan also gives additional information about the role of the Division, the resources allocated to it (in terms of both staff and budgets) and the key risks that are being addressed through its work.

Key actions to be undertaken in this Division are:

- To project manage the Council's property input into the Silverhill redevelopment scheme.
- To progress the Bapsy project at the Guildhall.
- To bring forward proposals for the redevelopment of new offices on the Colebrook Street site.
- To liaise with Property Services to prepare a 10 year estimate of the maintenance requirement for all operational property to inform the capital programme.
- To dispose of surplus accommodation including completion of the lease of Avalon House and sale of Hyde Historic Resources Centre [HRC]

The Head of Division is satisfied that the actions put forward in this Business Plan will work towards the Council's objectives, as set out in the Sustainable Community Strategy 2009-14 and Corporate Business Plan or otherwise ensure that the Council meets the statutory obligations put on it by central Government. Other than where indicated, these actions can be achieved within the resources available. Plans are in place, or will be developed, to ensure that targets shown for key performance indicators can be achieved in the timescales shown

### **PROPOSED DECISION**

That the Business Plan for the Estates Division be approved as attached at Appendix A.

### **REASON FOR THE PROPOSED DECISION AND OTHER ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

Business Plans form an important part of the Council's performance management process as they set out the key actions for the coming year. The Business Plan put forward for adoption sets out the actions that will best help the Council achieve the outcomes as set out in the Sustainable Community Strategy and meet its statutory obligations within the resources available to it.

The Resources Scrutiny Panel has been consulted on the Business Plan and raised the following issues:

None.

**FURTHER ALTERNATIVE OPTIONS CONSIDERED AND REJECTED  
FOLLOWING PUBLICATION OF THE DRAFT PORTFOLIO HOLDER DECISION  
NOTICE**

N/A

**DECLARATION OF INTERESTS BY THE DECISION MAKER OR A MEMBER OR  
OFFICER CONSULTED**

None.

**DISPENSATION GRANTED BY THE STANDARDS COMMITTEE**

N/A

**Approved by: (signature)**

**Date of Decision**

**Councillor Frederick Allgood - Portfolio Holder for Finance and Efficiency**

# Estates Division Business Plan 2009 - 2014

## 1. Brief Description of the Service and its Purpose

*Estates provide property and facilities management, advice to the Council including the management of Winchester Guildhall. The Division manages both operational and non-operational property assets and provides valuation advice to other divisions. The service also manages non operational housing assets and liaises with the Strategic Housing on housing enablement matters. The Division leads the input into the Silver Hill Renaissance project from the landowner prospective.*

*Estates' Cabinet representation is through the Finances and Efficiency portfolio holder.*

## 2. Links between Council Strategic Priorities and Services

Strategic Priorities	Division Responsibilities
Economic Prosperity	<p>To ensure that the Silver Hill development progresses and adds to the vibrancy of Winchester City centre.</p> <p>To ensure that the Guildhall contributes to a vibrant city centre by providing quality meeting and conference facilities.</p> <p>To monitor the provision of business start up space in Winnall.</p>
High Quality Environment	<p>To promote sustainable development at Silver Hill including new quality public realm.</p> <p>To encourage and implement best practice in the use of energy and other construction related activity undertaken by the Council.</p>
Safe and Strong Communities	<p>To ensure that the Silver Hill development delivers new high quality facilities including Shopmobility, primary care facilities, public toilets and a new bus station.</p> <p>To make best use of the Bapsy Bequest in the Guildhall for the benefit of the community.</p>

Efficient and Effective Council	<p>To provide positive input into the 2010 project.</p> <p>To bring forward proposals for new sustainable civic offices integrated with the Guildhall.</p> <p>To improve the physical management of the Council's operational property and the Guildhall through better planning of property maintenance.</p> <p>To maximise income from the letting of non-operational properties.</p>
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### **3. Summary of Progress in 2008/09**

#### **Estates**

- The planning permission for the mixed use Silver Hill Renaissance redevelopment and the S106 Agreement has been issued and signed, taking the project a significant step forward. The Council has continued the preparation of the case for the compulsory purchase of the site. A sound professional working relationship has been maintained with Thornfield the Council's development partner, and despite the current economic climate significant further progress is expected.
- Terms have been agreed for the disposal of the Upper Brook Street to facilitate the relocation of St Clements Surgery.
- Fitting out of F2 the new Museum Store and WCC storage facility is on target to be completed by the end of March with removal of all Museum stores from both Hyde and Chilcomb to be completed by this date. Further work to finalise the remainder of the racking required for WCC storage archiving under way.
- Trinity Centre Durngate. The agreement for the lease to enable the building of the centre has been granted and building work is nearing external completion.
- The current economic situation has resulted in the offer of a conditional sale of Hyde Resource Centre to a developer being withdrawn due to lack of bank funding.
- Avalon House. A possible sale of the freehold interest has also fallen a victim of the economic climate although a proposed lease to the NHS is progressing.
- Basepoint development at Plot 1 Winnall industrial estate. This project is progressing and planning permission has been granted. The contract to demolish and build the proposed development is currently out to tender with expected start date for demolition April 09.
- The development of the business case for the redevelopment of the Colebrook Site is ongoing although the short term objective of having to move staff from Abbey Mill and the parking office into City offices has taken priority.
- Abbey Mill was identified during the year as a possible source of future income by leasing the premises out. Negotiations are well advanced to achieve both this goal as well as refurbishing the property and terms have been agreed.
- A programme for the phased repair of the Hockley Viaduct is in hand. An ecological survey is being arranged to ensure protected species are safeguarded.
- Even though the housing market has been in decline, the sale of a number of Housing Revenue Account properties has been achieved.
- Successful introduction of festive low energy LED Christmas lighting in Winchester in conjunction with the City Centre Partnerships improvements to the overall scheme following BID funding.

- Continue to support flexible working project and review to identify possible improvements.
- Property Services division is carrying out condition surveys for the Council's operational buildings in 3 phases over a 3 year period 2007/2009 on behalf of Estates. The highest priority works identified by phase one surveys are being carried out to several operational buildings in 2008/09. The results of phase 2 surveys will be reported to Cabinet to coincide with Council's capital programme review in July 2009. Phase 3 surveys will be carried out during 2009/10.

### **Guildhall**

- Preliminary meetings have taken place concerning the Bapsy project based upon the King Alfred Hall proposals which is both workable and achievable within the budget and time constraints, meets DDA requirements and will increase the sustainability of the venue.
- Part of the maintenance integration for Bapsy has resulted in two event spaces and the café refurbished in the past year, resulting in an increased use of the spaces for all areas of the community.
- A preliminary prioritised maintenance plan completed for the venue which will see refresh / refurbishment of key areas over the coming 4 years.
- A revised strategy created for the change for format to cleaning / catering contracts when the individual tenders are up for renewal.
- Replacement of the aging telephone equipment within the venue has resulted in a more customer friendly service and flexibility within the venue.
- Replacement of the obsolete fire detection equipment which was a necessary essential project has ensured a full review of practices has taken place and the implementation of support systems is due for installation in the coming year.
- Trials of different styles of public events undertaken to further encourage a wider variation of the community to use the venue, resulting in positive feedback at all levels.
- Swap over of 600 standard light bulbs to energy efficient equivalents resulting in a more sustainable approach and significant reduction energy costs are beginning as a result. Where possible replacement of outdated lighting systems have taken place to allowing for energy efficient replacements installation.
- Venue marketing contents are now 100% recyclable, or available electronically allowing for less waste of resources. When promoting outside of the venue at trade shows, travel, products and promotions planned with the environment at the fore front.
- Venue Recycling programme implemented, resulting in all TIC, catering and venue paper / cardboard waste being recycled.
- Drinking Water coolers located in the venue are now mains fed and hold a zero carbon footprint.

**4. Service Priorities 2009/14 – Key Priorities**

**A) Significant Areas of Work and Projects for 2009/10**

Target No.	Why are we doing this?	What will we do?	When will we do it?		Expected Outcome?	How much time / money will it take?	Who's Accountable?
			Planned Start Date	Due Date			
1.	<b>Economic Prosperity</b> - Winchester District exploits its reputation as a cultural stronghold, using this as a means to stimulate a modern and creative approach to business.	<p>Improve the vitality of Winchester City Centre by:</p> <p>Project managing the Council's property input into the Silverhill redevelopment scheme.</p>	Ongoing	Ongoing	Making of the compulsory purchase order (anticipated Spring 2009) Subsequent confirmation of the order (anticipated mid 2010)	Direct consultants costs met through the scheme. Head of Estates time.	Head of Estates
2.	<b>Efficient and Effective Council</b> - Actively manage the Council's physical assets in support of its corporate priorities.	<p>Improve the Guildhall by.</p> <p>Progression of the Bapsy project</p>	Jan 2009	June 2010	A clear and approved project plan.	Staff time and consultants costs to be ascertained. Capital programme provision of £1.25m.	Facilities Manager/Guildhall Manager
		<p>Ongoing maintenance plan to improve and enhance the building.</p>	Ongoing	2012	Implementation of phased programme of works for the venue to be refurbished.	To be considered as part of Capital - Programme Review July 2009-03-06 - Revenue	



Target No.	Why are we doing this?	What will we do?	When will we do it?		Expected Outcome?	How much time / money will it take?	Who's Accountable?
			Planned Start Date	Due Date			
						provision of £30K per annum from effective use of the revenue budget	
3.	<b>Efficient and Effective Council</b> - Actively manage the Council's physical assets in support of its corporate priorities.	Replace obsolete office accommodation by:  Bringing forward proposals for the redevelopment of new offices on the Colebrook Street site.	Ongoing	Ongoing	Business case and procurement route to be examined in the light of current office requirements and economic climate. Office occupancy survey to be undertaken. Condition Survey of City Offices – Summer 2009.	Consultants Costs funding identified. Head of Estates	Head of Estates
4.	<b>Efficient and Effective Council</b> - Actively manage the Council's physical assets in support of its corporate priorities.	To better plan the maintenance and repair of operational property.  In liaison with Property Services prepare a 10 year estimate of the maintenance requirement for all operational property to inform the capital programme.	Ongoing	Ongoing	Phase 2 survey results considered in July 2009. Review of Capital Programme. Phase 3 survey carried out 2009/10 plan of energy surveys to be considered in July 2009.	Staff time. Capital provision to be agreed.	Head of Estates/Head of Property Services
5.	<b>Efficient and Effective Council</b> - Generate the	Dispose of surplus accommodation.	2009	2010	Lease to NHS to be completed by end of	Staff time and appointed agents	Head of Estates

Target No.	Why are we doing this?	What will we do?	When will we do it?		Expected Outcome?	How much time / money will it take?	Who's Accountable?
			Planned Start Date	Due Date			
	maximum amount of income from our operations consistent with meeting our other corporate priorities.	Lease of Avalon House and sale of Hyde Historic Resources Centre [HRC]			2009. Sale of Hyde is totally dependant on the current economic climate.	Fees on sale of Hyde.	
6.	<b>Efficient and Effective Council</b> - Actively manage the Council's physical assets in support of its corporate priorities.	Improve Council storage facilities.  To fit out the remainder of the new Bar End store F2 in order to further consolidation of Council storage facilities.	2009	July 2009	Consolidation of Councils storage facilities to one building thus freeing up other stores IE Matleys yard and Barn Stores for further leasing out or sale.	Staff time	Senior Estates Surveyor
7.	<b>Economic Prosperity</b> - Winchester District exploits its reputation as a cultural stronghold, using this as a means to stimulate a modern and creative approach to business.	Facilitate the relocation of St Clement's surgery within the City Centre.  To negotiate with Thornfield Properties to dispose of the Upper Brook Street Car park to them for the relocation of the surgery.	2009	2010	Agreement to lease with Thornfields by end of 1 <sup>st</sup> quarter 2009. Planning permission submitted by 2 <sup>nd</sup> quarter Lease of part of car park to Thornfields 4 <sup>th</sup> quarter.	Staff and consultants time and cost as part of the Silverhill development project. Legal fees.	Head of Estates

Target No.	Why are we doing this?	What will we do?	When will we do it?		Expected Outcome?	How much time / money will it take?	Who's Accountable?
			Planned Start Date	Due Date			
8.	<b>Efficient and Effective Council</b> - Actively manage the Council's physical assets in support of its corporate priorities.	Support local business and promote a safer community.  To monitor the development of the Basepoint centre at Winnall, including space for the new CCTV control room.	2009	2010	Planning permission secured and demolition and development of site due from April 2009. Estimated development build time 12 months.	Staff and legal costs and fees previously provided for.	Head of Estates
9.	<b>Efficient and Effective Council</b> - Assist employees to adopt flexible work patterns to help improve service to our customers.	Support the flexible working project.  Continue to facilitate all office moves including clearance of Abbey mill and Parking Offices.  Preparation and administration for moves and office occupancy survey to be carried out.	2009	May 2009	Programme compiled to give minimum disruption.	Staff time and given budget spend.	Facilities Manager
10.	<b>Efficient and Effective Council</b> - Identify	Ensure a good standard of service	2009	2009	A clear programme and well prepared	Staff time	Facilities Manager.

Target No.	Why are we doing this?	What will we do?	When will we do it?		Expected Outcome?	How much time / money will it take?	Who's Accountable?
			Planned Start Date	Due Date			
	efficiencies and ensure their delivery.	delivery. Review cleaning/catering contracts options for Guildhall and City Offices.			documentation.		

**B) Other areas of work (including 'business as usual')**

Target No.	Why are we doing this?	What will we do?	When will we do it?		Expected Outcome?	How much time / money will it take?	Who's Accountable?
			Planned Start Date	Due Date			
1.	<b>Efficient and Effective Council</b> - Work with local communities in the District to help them achieve their aspirations.	Provide a new home for the Trinity Centre.  Monitor the development of the Durgate site by Trinity.	2009	July 2009	Long leasehold interest to be granted to Trinity on completion of project.	Staff and legal costs.	Senior Estates Surveyor
2.	<b>Efficient and Effective Council</b> - Actively manage the Council's physical assets in support of its corporate priorities.	Ensure continued safe access to Hockley Viaduct.  To start the 12 year rolling programme of repairs to maintain the structure it in a safe condition.	2009	2021	Safe access maintained.	£500,000 over 12 years. Regular inspections.	Estates Surveyor
3.	<b>High Quality Environment</b> - The District meets the challenge of climate change.	Promote low carbon management.  To seek out opportunities of lowering the Council's carbon footprint and	Ongoing	Ongoing	Implementation of initiatives in the year ahead.	Officer time.	Head of Estates /Senior Estates Surveyor

Target No.	Why are we doing this?	What will we do?	When will we do it?		Expected Outcome?	How much time / money will it take?	Who's Accountable?
			Planned Start Date	Due Date			
		encourage others to take similar actions. To publish Display Energy Certificates in all buildings >1000 m <sup>2</sup> .					
4	<b>Efficient and Effective Council</b> - Invest in information technology where it will improve our effectiveness.	Improve document storage.  To migrate divisional files and records to the EDRMS system.	Ongoing	2010	A clear filing and records system with ease of access.	Staff time.	Senior Estates Surveyor/Facilities Manager
5	<b>High Quality Environment</b> - The District meets the challenge of climate change	Generate on site renewable energy.  To reinvestigate the feasibility of a small scale hydro in Abbey Mill as part of wider small scale hydro programme.	2009	Sept 2009	Implementation of project within budget constraints.	Staff time and additional reports as required.	Head of Estates
6	<b>Efficient and Effective Council</b> - Identify efficiencies and ensure their delivery.	Implement a revised format catering contract.	2010	April 2010	Effective supply to the venue and its clients.  To ensure future effective use of the venue.		Guildhall Manager

Target No.	Why are we doing this?	What will we do?	When will we do it?		Expected Outcome?	How much time / money will it take?	Who's Accountable?
			Planned Start Date	Due Date			
7	<b>Economic Prosperity</b> - Winchester District exploits its reputation as a cultural stronghold, using this as a means to stimulate a modern and creative approach to business.	Create a full calendar of public access events leading up to 2012, to encourage use of the guildhall by the wider community.	2009	2009	Increased use of the venue increase in revenue.		Guildhall Manager
8	<b>Efficient and Effective Council</b> - Generate the maximum amount of income from our operations consistent with meeting our other corporate priorities.	Market the Guildhall venue on the London stage, by use of blueprint events, bringing business to the district.	August 2010	August 2010	By using the blueprint events, we will be able to generate increased business not only for Guildhall but other businesses in the district.		Guildhall Manager Guildhall Marketing office, Tourism team
9	<b>Efficient and Effective Council</b> - Actively manage the Council's physical assets in support of its corporate priorities.	For the duration of the Bapsy project members of the Guildhall team will support the scanning project within the council.	2010	2011	Efficiencies made in costs of the scanning process, encourage wider involvement of the Guildhall team	Staff time	Guildhall Manager / Facilities Manager
10	Secure Customer Service Excellence accreditation (Being addressed as part of the 2010 programme)	Seek to achieve Customer Service Excellence Accreditation			Accreditation achieved.		Head of Estates

**Resource Implications**

**A) Financial**

2008/09 Revised						2009/10 Estimate					
Exp.	Income	Net Exp. Total	Overheads	Total	Service Activity	Exp.	Income	Net Exp. Total	Overheads	Total	FTE's
225,062	(3,500)	221,562	(227,212)	(5,650)	Estates Trading Account	240,877	(500)	240,377	(246,026)	(5,649)	20.81
1,183,934	(2,486,426)	(1,302,492)	196,926	(1,105,566)	General Fund Property	1,059,284	(2,670,000)	(1,610,716)	200,110	(1,410,606)	
15,760	0	15,760	4,013	19,773	Christmas Lighting	20,760	0	20,760	4,178	24,938	
1,254,796	(23,950)	1,230,846	(1,231,156)	(310)	Office Accommodation	1,260,126	(23,950)	1,236,176	(1,235,287)	889	
68,000	0	68,000	0	68,000	F2 Store	128,000	0	128,000	0	128,000	
0	(20,000)	(20,000)	385	(19,615)	Caravan Site	0	(20,000)	(20,000)	355	(19,645)	
1,298,340	(1,240,748)	57,592	95,444	153,036	Guildhall	1,369,639	(1,314,557)	55,082	18,042	73,124	
4,045,892	(3,774,624)	271,268	(1,161,600)	(890,332)	Estates Total	4,078,686	(4,029,007)	49,679	(1,258,628)	(1,208,949)	20.81



**Workforce**

KEY EXTERNAL DRIVERS	KEY INTERNAL DRIVERS
<ul style="list-style-type: none"> <li>• Silver Hill scheme delivery</li> <li>• Pressure to raise more revenue/capital</li> <li>• Being a sustainable Council</li> <li>• Current economical climate</li> </ul>	<ul style="list-style-type: none"> <li>• Silver Hill – resources to manage project</li> <li>• New office accommodation – resources to manage project/flexible working</li> <li>• Office management – Facilities management resource pressures on existing stock</li> <li>• Aspirations of staff for more flexible working</li> <li>• Key Staff turnover</li> <li>• Energy management and the cost of energy</li> </ul>
<p><b>Workforce Implications</b></p>	
<ul style="list-style-type: none"> <li>• <b>Continued work to integrate estates</b> facilities and Guildhall staff and to flexibly cover functions and use skills</li> <li>• <b>Prioritisation of staff time on major projects</b></li> <li>• <b>Project management</b> admin and support requirements</li> <li>• <b>Skills</b> broader base less low level work wider brief</li> <li>• <b>Flexibility</b> working in new areas</li> <li>• <b>Flexible Working Environment</b> changing your working patterns</li> <li>• <b>Cross department working</b> the taking of responsibility for key priority area</li> </ul>	

## 6. Key Performance Indicators

Indicators 1 and 2 are regularly reported to Resources Scrutiny Panel

Ref. No.	What does this show?	Who reports this?	Achieved 2006/07	Achieved 2007/08	Estimate 2008/09	Target 2009/10	Target 2010/11	Target 2011/12	Target 2012/13
Local 1	Voids as a percentage of properties to let. <i>Measure of Efficient use of Asset.</i>	<i>Head of Estates</i>	3.61%	8.76	9.00	<3%	<2%	<1%	<1%
<b>Local2</b>	Rent Arrears as a %age of commercial property income [30 days + arrears] <i>Measure of Efficient Management of Income Collection</i>	<i>Head of Estates</i>	3.35%	2.48	4.15	4%	4%	3.5%	3.5%
Local 3	%age Right To Buy Valuations completed within 4 weeks <i>Efficiency Indicator.</i>	<i>Head of Estates</i>	92.0%	93.3%	100%	100%	100%	100%	100%
Local 4	Guildhall average room occupancy	<i>Guildhall Manager</i>	35%	34%	35%	43%*	40%*	40%	43%
Local 5	Guildhall turnover (room hire + catering)	<i>Guildhall Manager</i>	£1.03m	£1.04m	£970k	£1.05m*	+1%*	+3%	+3%

\* **Note:** Targets for the financial years 2009/10 and 2010/11 will be reviewed once approval has been given to the go ahead for the Bapsy Project.

**7. Proposals for Consultation**

<b>What Research or consultation do we intend to carry out</b>	<b>How will we be doing it?</b>	<b>When will we be doing it?</b>	<b>How will we use the results?</b>
<p>Following the Bapsy a full customer survey to be carried out and maintained.</p> <p>And following the changes to the catering allowing for feedback backing it up.</p>	<p>Face to face contact, Electronic questionnaires</p> <p>Post event telesales at selected events.</p>	<p>Once refurbishment has taken to all events once taken place, and then ongoing.</p>	<p>We will use the information to ensure effectiveness of works carried out, and to continually develop our facilities and products.</p> <p>This information will also support the changes to the catering contract.</p>

**8. Key Elements of Risk Management**

Area	Risk number	Rating	Cluster and MAP link	Short name	Risk ownership	Cause	Consequence	Action required
SR	0003	Likelihood – Possible  Impact - Medium	Managerial	Failure to complete Silver Hill Development	Steve Tilbury	Failure of Project Objective	(1) Objectives not met  (2) Economic decline  (3) Impact on resources  (4) Decline in other areas  (5) Adverse media attention	Maintaining dedicated project risk analysis and project plan
OP	0024	Likelihood – Possible  Impact - Major	Physical	Security of Council buildings / contents	Head of Estates	Failure of security measures to deter/prevent unauthorised access	Staff at increased risk, loss of property. Loss of Income. Loss of records. Failure to deliver service. Waste of emergency services time.	Continual evaluation of security and procedures to ensure that Council property is secure at all times.

Area	Risk number	Rating	Cluster and MAP link	Short name	Risk ownership	Cause	Consequence	Action required
OP	0030	Likelihood – Possible Impact - Major	Financial	Void inspection	Head of Estates	Lack of timely inspection. Property management failings. Weather damage. Unauthorised access.	Loss of revenue. Property devalued. Cost of repair. Reputation damaged. Possible loss of listed building.	Regular recorded inspections with immediate follow up of identified risks.
OP	0039	Likelihood – Possible Impact - Major	Physical	Knock on effect of Silver Hill on other priorities	Head of Estates	High profile project media attention	Resource intensive likelihood of project creep loss of reputation	Maintaining dedicated project risk analysis
OP	New	Likelihood – Possible Impact - Medium	Financial	Guildhall Income	Head of Estates	Disruption to the Guildhall resulting from problems with contractors	Loss of revenue reputation damage absorption of staff time	Maintaining regular liaison with contractors and monitoring of contracts
OP	New	Likelihood – Possible Impact – Major	Financial	Guildhall Income	Head of Estates	Disruption to the Guildhall as a result of Bapsy project	Loss of revenue, however improvement of reputation once completed.	Good PR prior, during and post project completion, to inform community of what is happening.