

## Appendix 2 – Highlight Risk Register

Ref	Risks	Internal Controls Existing	Likelihood	Impact	Total
1	Outline options were developed on the basis of sketch schemes only and capital costs are therefore indicative. As the preferred option is being developed to RIBA Stage D, the capital cost requirement may change.	Further report to Members upon conclusion of RIBA Stage D design and prior to moving to construction stage.	3	3	9
2	Significant developer contributions have been agreed on a number of large-scale office developments in the Canary Wharf area. These could contribute to the funding package required to reinstate Poplar Baths. Due to the ongoing recession, there is greater uncertainty than usual about the point at which these contributions may trigger and become available to the Council. Delay or non implementation of developments could result in a funding package not coming together at the most advantageous point.	Further work to be undertaken in parallel to the development of the design process to quantify risks associated with individual contributions currently contained within s106 legal agreements.	2	3	6
3	Outline revenue modelling is based on standardised assumptions about the operation of leisure facilities comprising certain leisure elements (gym, sports hall, swimming pool) and assumed staffing levels. Different options will result in different revenue implications as outlined in the report. The revenue position for the preferred option may change as detailed design and facility mix will inform detailed revenue modelling.	Further detailed revenue modelling to be carried out alongside design process and leisure management contractor involvement in design process to design efficient facilities. Modelling results to form part of further Cabinet report.	3	3	9
4	Poplar Baths is a historic structure which has been disused for a number of years. Prior to this, it was used as a construction training facility and this use may have impacted on the historic fabric of the building. It is not presently known what the level of deterioration of the historic building fabric is. This may impact on the restoration costs.	Full structural survey to be conducted following clearing out of the building (currently in progress). Contingency of 20% included in all capital cost estimates.	3	3	9
5	Capital receipt not being achieved.	Any Poplar Baths refurbishment scheme, which relies on enabling development as a generator for capital subsidy can only progress in tandem with or after the enabling scheme's development. At the point at which the scheme has been developed to RIBA Design Stage D, land values associated with enabling development would be reviewed. Indicative land values would be reviewed as part of the	3	3	9
6	Fixed dependency on a single subsidy mechanism. The route for enabling development may change as new opportunities arise over time and the Council will need to keep this under review.	Further work to be undertaken by the Director of Development & Renewal to develop options for enabling development.	2	4	8