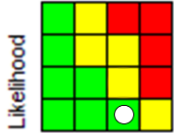
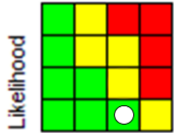
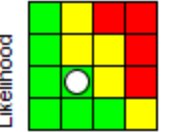
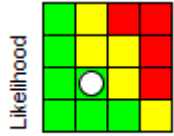
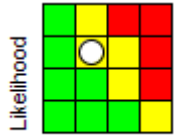
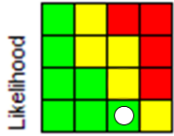


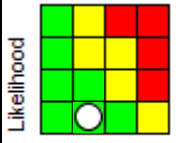

Appendix 1 – Draft: City Bridge Trust Operational Risk Register

Risk Code & Title	Description (Cause, Event)	Impact/Effects	Ownership Managed By	Current Likelihood	Current Impact	Current Risk Score
Risk 1- Ineffective Governance (Grants Committee)	<p>Cause: Lack of understanding or awareness of Members and officers of the duties and powers in respect of the operation of the Grants Committee.</p> <p>Event: Inappropriate/ineffective (funding) decisions may be made.</p>	<p>Effects:</p> <ul style="list-style-type: none"> Decisions non-compliant with charity law. Inability to deliver effective funding to London’s communities – leading to greater inequality. Negative publicity and damage to the charity’s, and its Trustee’s, reputation. 	CBT Management Team	1	4	 <p>Impact</p> <p>4</p>
Risk 2 – Non-compliant funding applications and payments	<p>Cause: Staff fail to apply robust checks and approvals in line with defined procedures and processes.</p> <p>Event: Incorrect /fraudulent grant payments may be processed.</p>	<p>Effects:</p> <ul style="list-style-type: none"> Funded organisations having to repay (significant) amounts or in worst case scenario charity funds being lost and unable to be recovered. Fraudulent payments made. Overpayment/underpayment error. Adverse impact on reputation on CBT Internal/external audit/investigations into loss/errors. 	CBT Management Team	1	4	 <p>Impact</p> <p>4</p>
Risk 3 – Ineffective budgetary control and financial reporting	<p>Cause: Poor/effective budgetary control; budget holders lack relevant financial training, skills or experience; financial controls /procedures not followed/enforced.</p> <p>Event: There is insufficient management control and focus on the CBT budget.</p>	<p>Effects:</p> <ul style="list-style-type: none"> Budget does not match key objectives Decisions made on inaccurate financial projections or reporting. Overspending against agreed budget, hence committing unauthorised funds. Underspending against agreed budget, hence not utilising funds for agreed purposes. Inability to meet commitments or key objectives (as set out in the business plan). Fraudulent/inaccurate/inappropriate payments to suppliers and others. 	CBT Management Team	2	2	 <p>Impact</p> <p>4</p>

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Risk Code & Title	Description (Cause, Event)	Impact/Effects	Ownership Managed By	Current Likelihood	Current Impact	Current Risk Score
Risk 4 - Unforeseen/emergency events	<p>Cause: A range of unforeseen/emergency occurrences (e.g., Covid 19) outside the direct control of the charity that effect the charity as a whole, the funding team, or the City Corporation more broadly.</p> <p>Event: Inability to effectively (in whole/part) to continue CBT operations for a significant period.</p>	<p>Effects:</p> <ul style="list-style-type: none"> Funding operations suspended, leaving organisations without funding. Adverse effect on reputation of CBT. Failure to meet delivery objectives set out in the business plan. 	CBT Management Team	2	2	 <p>Likelihood</p> <p>Impact</p> <p>4</p>
Risk 5 - Staff recruitment and retention	<p>Cause: Recruitment market conditions, unattractive salaries and terms/conditions of service, responsiveness of internal HR systems for arranging interviews etc, culture of the charity not welcoming.</p> <p>Event: Inability to recruit and retain the right number/quality of staff, particularly in the professional funding area.</p>	<p>Effects:</p> <ul style="list-style-type: none"> Delays in making grants. Complaints from those who have applied or wish to apply for grants. Adverse impact on the reputation of the charity. Low morale/increased stress amongst existing staff. Failure to achieve delivery objectives set out the CBT business plan. High staff turnover. 	CBT Management Team	3	2	 <p>Likelihood</p> <p>Impact</p> <p>6</p>
Risk 6 - Failure to deliver work in the best interests of communities most impacted on by inequality and lack of diversity.	<p>Cause: Lack of awareness and understanding by Members and officers of equity, diversity and inclusion issues for the communities that could apply to CBT for funding.</p> <p>Event: Insufficient regard is given by CBT to equity, diversity and inclusion issues in the design and delivery of funding.</p>	<p>Effects:</p> <ul style="list-style-type: none"> Non-compliance with CoLC and BHE policies. Inability to deliver funding to London's communities – leading to greater inequality. Failure to achieve stated objective(s) in business plan. Negative publicity and damage to the charity's, and its Trustee's, reputation. 	CBT Management Team	1	4	 <p>Likelihood</p> <p>Impact</p> <p>4</p>

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Risk Code & Title	Description (Cause, Event)	Impact/Effects	Ownership Managed By	Current Likelihood	Current Impact	Current Risk Score
Risk 7 - Strategic planning (Bridging Divides)	<p>Cause: There is ineffective/robust processes for developing revisions to the “Bridging Divides” funding policy and other related funding plans and policies.</p> <p>Event: CBT lacks direction, strategy, and forward planning.</p>	<p>Effects:</p> <ul style="list-style-type: none"> • CBT does not create workable strategic and may fail to achieve its stated objectives. • Lack of strategic planning makes it difficult to produce accurate budgets and put in place staffing resources needed to deliver the work. 	CBT Management Team	1	2	 <p>Likelihood</p> <p>Impact</p> <p>2</p>
Risk 8 - Grant Making systems	<p>Cause: Failure of external providers or contractors to deliver IT and other funding management systems, or failure of staff to properly operate the systems.</p> <p>Event: Uncertainty on reliance of the systems to identify control breaches or issues (because of provider error or data not being recorded appropriately or being flagged to the relevant individuals).</p>	<p>Effects:</p> <ul style="list-style-type: none"> • IT failure leading to inability to access records. • Issues that emerge with grant applicants not dealt with appropriately leading to poor communications, reputational risk. • Failure to follow up on conditions attached to grants and ensure they are enforced. • Failure to report on the correct information where changes are made manually and not in a way that is picked up for financial reporting. • Increased possibility of fraud and error (should system be run in manual mode). 	CBT Management Team	3	4	 <p>Likelihood</p> <p>Impact</p> <p>12</p>