			Pensio	on Fund I	Risk Reg	ister Ma	ay-June 2021/22					
Reference	Risk	Potential Triggers of risk	Consequences of risk	Likelihood Impact Risk Score		อ	Risk Control / Response	Impact In pact It was the second It was the seco		oi Risk Score	Risk Owner	Timescales
Employer	Risk								•			
E1	Contributions Funding Risk Failure to collect contributions from employers in line with Funding strategy requirements and	risk or Covid 19 implications	Funding deficits Failure to track employer cashflows leading to inaccurate FRS17/IAS19 report and Valuation reports Future reduction in funding level	3	3	9	Monthly Employer contribution monitoring Monitoring of late payments with new Employer engagement team to address breaches for late payment Contributions recorded in Finance system by employer to track all employer cashflows in line with actuarial requirements for Valuation and FRS17/IAS19 reporting requirements. Also enables ability to see trends in contributions collected. New administration strategy in place from January 2021 clearly outlining ability to fine employers for late payment and late receipt of remittance advice or poor quality of data Implementation of I-Connect which is being to be rolled out in 2021 is expected to improve the quality of contribution data received to better aid reconciliation of payments and drill in the accuracy of employers contribution payments New report to be delivered at Pensions Board meetings to highlight any late payment of contributions and Employer engagement actions from February 2021 Covenant review to begin in 2021 - PWC appointed to carry out the work, high risk employers identified and legal advice obtained Triennial valuation process aims to stabilise contribution rates where possible and senior management involved in detailed discussions on funding assumptions Guide to Employers on implications to Pensions on Outsourcing presented at employer forum in November 2020 and document issued to all employers Contribution deferral policy approved by Committee in June 2020. Regular communication with Employers through new Employer engagement team	2	2	4	Head of Pensions	On-going
E2	Employer data Risk Employers fail to provide accurate and timely data to the PAT team	Failure to provide EOY returns on time and to a an acceptable data standard Covid 19 has reducing the ability of employers to participate in the data cleansing Inability for Employers to respond to additional	Risk of financial loss and damage to reputation. Incorrect employer's contribution calculations Delays to triennial actuarial valuations process. Fines and enforcement action by The Pension Regulator Inability to produce ABS in time or accurately to comply with legislation	4	3	12	New Administration Strategy approved in September 2020 and out for consultation with Employers October to November; The new strategy was the focus of the Employer Forum in November 2020 Employing authorities are contacted for outstanding/accurate information; User Guide and Training provided to Employers for outsourcing implications with LGPS November 2020 Regular communication and meeting with administration services regarding service updates and additional data, when required. New employer engagement team established from January 2021 to support employer and provide training where required Issuance of a quarterly employer newsletter to support employers in their understanding of current pensions issues and activity for the Pension Fund A data cleansing plan was completed in June 2020 lead by Hymans. The PAT have been finalising outstanding areas handed over. New Data Improvement plan process to start in 2021 by the PAT BAU team and supported by the DIP working Group Data Improvement (DIP) working group set up to discuss data issues resulting from employers Introduction of I-Connect system will limit employer ability to submit incorrect data Meetings held between senior pensions Management team and employers where there are current or historic data concerns	3	3	9	Head of Pensions	On-going
E3	Delay in employers agreeing Admission Agreement	Complexity around agreeing contribution rate Negotiations around provision of security	Inability to recover missed payments in event of employer insolvency event	2	2	4	New templates being developed - this will speed up the process of agreeing new admission agreements	1	2	2	Head of Pensions	On-going

			Pensio	on Fund I	Risk Reg	ster Ma	y-June 2021/22					
Reference	Risk	Potential Triggers of risk	Consequences of risk	Likelihood Impact Risk Score		re	Risk Control / Response		st Mitigat Rike Rike Rike Rike Rike Rike Rike Rike	u Risk Score	Risk Owner	Timescales
Administ	ration											
		The Scheme is not administered correctly resulting in the wrong benefits being paid or benefits not being paid, including as a result of poor data	Members of the pension scheme not serviced to an adequate standards				The PAT team is currently undergoing a dissolution project to Insource pensions administration from Orbis Surrey to an inhouse provision.					
		Paying pension benefits incorrectly	Damaged reputation				Annual internal audit report om the administration of pensions including regular reporting and monitoring of recommendations to ensure the service is acting in line with best practice					
		Members not provided with required information	Financial hardship to members				Quarterly Reports to Pension Board and Committee					
A1	Pensions service Delivery Risk Inadequate delivery of Pensions Administration		Employers dissatisfied with service being provided resulting in formal complaint Complaints which progress to the Pensions Ombudsman	3	3	9	New service level KPI and expectations approved at Pensions Committee in September 2020 for the PAT service within the Administration strategy for when the team is fully in house Awareness of the Pension Regulator Guidance by all team members	2	3	6	Head of Pensions Administration	On-going
			Financial loss				Programme management by Head of Pensions admin in liaison with Orbis partners to ensure all tasks completed as planned and to a high standard					
			Statutory deadlines not met				Polices and procedures in place and all activity for members recorded on member records for other teams members to see					
			Active members not aware of delay in employee contributions being paid				Constant monitoring / checking by team managers and senior officers for more junior staff members In house risk logs, including for projects					
							SAP / Altair reconciliation monthly to ensure financial records complete and correct Task management systems built into Altair to ensure activity is competed and monitored					
		GMP reconciliation	Members of pensions scheme exposed to financial loss				Projects and/or working groups in place to deal with current regulatorily benefit changes					
		GMP rectification	Inaccurate record keeping				Attendance at networks and officer groups to stay on top of up coming changes in regulation					
A2	Risk resulting from Regulatory Change Risk that new benefit structures can not be set	GMP equalisation	Damaged reputation	3	3	9	Reports to Pension Board and Committee to ensure knowledge is shared to decision makers	2	3	6	Head of Pensions	On-going
	up correctly or in time	McCloud	Delays due to conflicting deadlines on heavy workloads				Oversight via Data Improvement Working Group				Administration	
		Pensions Dashboard Other changes to legislation or regulatory guides	Penalty applied due to non-compliance									
		Inability to produce all ABS by the statutory deadline	Reputational risk and complaints				Regular contact with employers to get data.					
		Inability to produce Annual Allowance	Fines and enforcement action by The Pension				Clear project plan with early communications and planning with milestones to ensure Statements					
		statements by the statutory deadlines	Regulator				created in time to allow time for distribution to staff. Roll out of I-Connect for employer roll out as monthly interfaces system, to ease year end					
А3	Production of Statutory member returns	Provision of incorrect statements to members	Interest charges or fines from HMRC for inaccurate AA statements	4	3	12	requirements and correct errors through out the year. Currently many leavers are not being notified until year-end.	3	2	6	Head of Pensions Administration	On-going
		Failure to complete event reports in time for HMRC	Breaches occurred				Restructure of Pensions team to include an Employer Engagement team will support Pensions Administration with end of year returns liaising and supporting employers through the process					
							Breaches policy in place and Breach reporting to Committee and Board quarterly to raise and consider breach reporting levels					

	Pension Fund Risk Register May-June 2021/22													
a)			Pre Mitigation					Po	st Mitigat	ion				
Reference	Risk	Potential Triggers of risk	Consequences of risk	Likelihood	Impact	Risk Score	Risk Control / Response		Likelihood	Risk Score	Risk Owner	Timescales		
		Risk that infrastructure will not be in place on time	Reputational damage				Project plan in place, with regulator meetings and project groups for various aspects of the dissolution							
		Recruitment risk to support areas in addition to BAU	Inability to provide pensions administration services one separated				Specific risk register is in place for this project and all risks currently Green or Amber, project is on track							
A4	Risk on Dissolution of Administration from Orbis to ESCC	Risk to data transfer and software mapping	Risk to communications with employers and members due to structural changes	4	4		Head of Pensions Administration in place to lead on the dissolution with project updates to S151, COO and Head of Pensions	2	3	6	Head of Pensions Administration	Ongoing		
							Contracts in place and PID's for various aspects of the workstreams to implement							
							Ongoing support until end of June and handover opportunities with communications and Projects teams where new resourcing is required							
							TUPE of staff is complete and several adverts not out BAU team will be dropping Westminster work which will help in manging the teams workload							
A5	Failure to comply with CETV anti scam checks	Lack of clear process Process not followed	Reputational damage TPR intervention and penalties Loss to Fund due to requirement to pay	3	2		Process in place for making checks required by law and/or recommended by TPR. Appropriate training to be identified and offered to staff to build understanding of risk and appropriate mitigations. Member informed of "red flags" identified Scorpion campaign material provided to members seeking a CETV	1	2	2	Head of Pensions Administration	on-going		
			compensation				Quality assurance checks ensure appropriate checks carried out							
A6	Major Incident preventing staff access to office	Major weather, technological or illness event	Staff unable to access post/documents Staff unable to issue payment instructions to bank	2	2	4	Administrative team equipped with laptops and can work virtually Officer's able to instruct payment be made to pensioner members	1	2	2	Head of Pensions	on-going		

	Pension Fund Risk Register May-June 2021/22 Pre Mitigation Post Mitigation													
Reference	Risk Potential Triggers of risk Consequences of risk Control / Response										Risk Owner	Timescales		
Governar	nce													
		Poor management of staff	Damaged reputation				Diversified staff / team							
		Failure to provide progression within the team structure	Inability to deliver and failure to provide efficient pensions administration service, support to employers, accurate accounts or effective management of investments				Attendance at pension officers user groups to network and exchange information							
	Key Person risk	Poor absence management Disr	Disruption and inability to provide a high quality pension service to members. The risk of losing key staff could lead to a			16	Procedural notes which includes new systems, section meetings / appraisals				Head of Pensions / Head of Pensions Administration			
G1	Risk of loss of key / senior staff resulting in lost knowledge and skills with in the Pensions Team	Higher risk of sickness absence and reduced working hours as a result of Covid-19	breakdown in internal processes and service delivery, causing financial loss and potential risk to reputation.	4	4		Succession planning within team structure, building from within the team	2	2	4		On-going		
		Failure to provide an supportive working environment Failure to communicate with staff members in relation to potential service changes					Robust business continuity processes in place around key business processes, including a disaster recovery plan. Knowledge of all tasks shared by at least two team members within PAT and in addition can be covered by senior staff in all areas.							
		Concentration of knowledge in a small number of officers and risk of departure of key and senior staff.					Training requirements are set out in training strategy, job descriptions and reviewed annually with team members through the appraisal process.							
							New training officer post within team structure to be recruited early 2021 Training strategy in place and regularly reviewed with training log where required							
		Several Committee members lose seats in an election	Committee/Board not quorate and unable to fulfil role				Record kept of terms of Office							
G2	Lack of decision making caused by loss of Pension Committee/Pension Board member	Members resign posts	Inability of Pension Board to support Committee due to loss of Knowledge and Understanding	3	3	9	Pension Board terms of Office staggered	2	3	6	Head of Pensions	On-going		
		Terms of multiple members expire at same time	Clear instructions not given to officers				Deputy Chairs in place to cover chair absence							
			Action taken by TPR for failure meet basic compliance standards				Officers aware of election cycle							
		Cyber attack on ESCC systems and firewalls	ESCC may incur financial penalties for data breaches				ICT defence - in-depth approach							
		employment and financial data	Damaged reputation				Utilising firewalls, passwords and ICT control procedures including system access and account deletion protocols							
		Attempt to infiltrate emails systems and data exchanges	Legal issues				Email and content scanners							
			Members of the pension scheme exposed to financial loss / identity theft				Using anti-malware.							
G3	Cyber Security Risk of Loss of data or systems breaches through cyber attacks	Cyber attach on third party systems that ESPF require to carry out service requirements and investment functions	Members of the pension scheme data lost or compromised	4	4	16	ICT performs penetration and security tests on regular basis	2	4	8	Head of Pensions	On-going		
		Covid-19 Cybercrime Spike	Financial loss resulting from data manipulation				Encryption used on all data transfers							
			Inability to trade Impact on funding levels				Service level agreement with termination clause Regular reports SAS 70/AAF0106							
			Inability to access key systems, or substantial rebuilding of alternative systems				Industry leaders providing services to the fund with data protection and cyber defence systems							
							Risk assessment completed with all new contracts with data transfer and new associated systems including penetration testing at outset Pensions Team specific BCP to be developed							

υ υ				P	re Mitigat	ion		Po	ost Mitigati	on		
Referenc	Risk	Potential Triggers of risk	Consequences of risk	Likelihood	Impact		Risk Control / Response	Impact	Likelihood	Risk Score	Risk Owner	Timescale
G4	Inadequate governance arrangements to	In sufficient internal audit review of the fund Lack of advisory services	Poor decision making Breaches occurred Areas of work not completed Unreliable accounting or budgetary information	2	3	6	Training strategy in place which covers Pension Committee, Pensions Board and officers 100 days of internal audit commissioned for each calendar year with regular reporting from IA to committee and board External auditor provides audit plan at planning stage for each financial year and this is discussed by Audit committee as well as Pension Committee and Board Investment regulations require proper advice, procurement processes in place to ensure quality within replacement advisers Training coordinator being appointed. This officer will liaise with chair of Pension Board and Committee to identify training needs	1	3	3	Head of Pensions	On-going
G5	Failure to comply with General Data Protection Regulations	Unpublished privacy notice, policy and guidance	Reputational damage Fines and enforcement Breaches by contractors and employers Failure to report breaches within timescales and through correct reporting methods	3	3	9	Contracts with external parties where there is a data role have clear terms and conditions as part of the data processing agreements Data Impact assessment is carried out on all new tenders where data is involved DPO is in place via ESCC Privacy notice is on the website Memorandum of Understanding in place with employers within the fund All staff are required to complete an information governance course on joining the Council and this is refreshed annually Information governance Internal audit currently underway (Q4 2020/21) New Pensions Manager for Governance and Compliance to carry out a detailed review on GDPR in next quarter	2 s	2	4	Head of Pensions	On-going
estme	ent/Funding							_	_			
l1	Funding strategy discount rate	liabilities Performance consistently under benchmark Inability to rebalance portfolio Failure to take proper advice	Funding Gap Damaged reputation Increase in employer contribution Inability to Pay Pensions Forced to sell investments to meet cashflow requirements	3	3	9	Strategy is supported by expert Investment consultants. Challenge to Consultants through Independent Adviser. Triennial valuation ensures funding position is known and contribution rates are stabilised Quarterly Performance monitoring, investment manager monitoring from consultants and Link for ACCESS sub funds Annual Investment Strategy Review, with interim rebalancing Quarterly Reporting to Pensions Committee, with decisions approved by committee, including Fur Manager performance Training strategy in place t ensure officers and committee members have sufficient knowledge and skills to implement and change the investment strategy Investment decisions are made in compliance with the ISS/FSS Revision of the Asset Liability Model to support a viable Strategic Asset Allocation for the new valuation.	2	2	4	Head of Pensions	On-going
12	without a trade deal causing significant economic instability and slowdown, and as a consequence lower investment returns	Changes to Banking legislation and MIFID II and Basel requirements outside of EU directives	Financial loss, and/or failure to meet return expectations. Future Increase to employer contribution costs resulting from lower funding positions Changes to the regulatory and legislative framework within which the Fund operates. Changes in employer funding positions causing liquidity risk to employers	4	2	8	Diversification of the Fund's investments across the world, including economies where the impact of "Brexit" is likely to be smaller. The long-term nature of the Fund's liabilities provides some mitigation, as the impact of "Brexit" will reduce over time. The Govt. is likely to ensure that much of current EU regulation is enshrined in UK law. Officers receive regular briefing material on regulatory changes and attend training seminars and ensure any regulatory changes are implemented Currency Hedging requirements will be considered within the investment strategy	3	2	6	Head of Pensions	On-going

	Pension Fund Risk Register May-June 2021/22													
rence	e Risk			Pi	re Mitigati ಕ	ion e	Risk Control / Response	Po t	ost Mitigati	ion	Risk Owner	Timescales		
Refe	NISK	Potential Triggers of risk	Consequences of risk	Likelih Impa		Risk Sc	nisk control, hespense		Likelih	Risk Sc	NISK OWNER			
		Failure to comply with CIPFA code of practice for accounting for the pension fund	Risk of the accounts being qualified by the auditors.				Pensions Officers are kept up to date with changes to legislative requirements via network meetings, professional press, training and internal communication procedures.							
13	Regulatory risk Failure to comply with regulations, legislation and guidance from an accounting and investment perspective	Failure to provide employers with accurate reporting for their financial statements	Risk to employers of qualified accounts causing reputational damage and potential costs	3	3	9	Pension Fund financial management and administration processes are maintained in accordance with the CIPFA Code of Practice, International Financial Reporting Standards (IFRS), and the ESSC Financial Regulations.	1	2	2	Head of Pensions	On-going		
		Failure to comply with the LGPS investment regs	Intervention by the secretary of state in investment strategy Breaches occurred				Regular reconciliations are carried out between in-house records and those maintained by the custodian and investment managers. Internal Audits - carried out in line with the Pension Audit strategy. External Audit review the Pension Fund's accounts annually Breaches policy in place to ensure breaches mapped and reported							
		Asset classes not available in line with the funds investment strategy	Increase in investment risk taken to access higher returns				ACCESS Support Unit team provide support to the pool							
		Excessive asset transition costs Poor governance of the ACCESS pool	Increased costs Poor governance and reputational damage				Operator contract provided by Link for assets held within the ACS The ACCESS Contracts Manager will monitor Link's progress closely. If Link cannot resolve issues in a reasonable timeframe then alternative options may be considered, e.g. Funds may continue to hold the sub fund outside the ACS							
		Investment beliefs on ESG issues not shared within the pool	There is a risk that an investment may not transition to the ACS if Link cannot resolve ongoing issues relating to the operating model for the planned Feeder fund structure.				KPI's introduced within revised operator agreements							
		Inability to report performance to the fund	Asset transition costs are greater than forecast.				Consultants involved in analysing the creation of sub-funds and transitioning of our current assets into the pool, under a variety of scenarios.							
		Inability to manage the investment managers and structure to deal with poor performance	Failure to control operational risks and transaction costs during the transition process				Opportunities to transfer securities in 'specie'. Reducing cost on transition							
14	Investment pooling risk	Insufficient Capacity in sub funds	Insufficient risk and return parameters to comply with guidance on pooling and the investment strategy	3	3	9	Transition manager in place to preserving asset values, managing risk and project managing the transition process to ensure that costs are monitored and controlled.	2	3	6	Head of Pensions	On-going		
		There is a risk that an investment may not transition to the ACS if Link cannot resolve ongoing issues relating to the operating model for the planned Feeder fund structure.	Intervention of the secretary of state in failing to invest in line with the statutory guidance on pooling				Due Diligence completed by legal advisers to ensure no hidden costs or governance issues not known at time of decision to invest.							
		ACCESS pool unable to generate cost efficiencies	An increase in the set-up costs for implementing new asset classes and managers				S151, chair of pension committee and monitoring officer representation on respective committees and working groups to ensure ESPF involved in all decisions and concerns and questions can be raised early in processes							

Inflation rises faster than the actuarial

COVID-19

Funding risk due to higher inflation

leading to increased liabilities and a funding gap

15

assumption as a result of Govt. response to

Bond yields return to much higher levels

Liabilities are higher than expected.

Fund's solvency level falls

fall in price

Bond-equity correlations rise, and equities also

2

2

Regular meetings between officers and ACCESS pool with officers on a number of working groups to

Investment strategy include weighting to index linked gilts, infrastructure and real estate which are

1

Head of Pensions

On-going

all inflation correlated to mitigate increases in liabilities from inflation.

Quarterly monitoring of funding position helps identify risk early

Fund monitor portfolio sensitivity to inflation via expert investment consultants

Triennial Valuation assumptions include local knowledge of the Administering authority on

Potential to further increase infrastructure weightings

ensure involvement in decision making

anticipated pay inflation.

Pension Fund Risk Register May-June 2021/22	
Tension Fund Misk Register May June 2021/22	

_				Pi	re Mitigati	ion		Po	ost Mitigati	ion	I	
Reference	Risk	Potential Triggers of risk	Consequences of risk	Likelihood Impact		Q	Risk Control / Response	Impact	Likelihood	Risk Score	Risk Owner	Timescales
16	Climate Change and Environmental, Social and	Investment environment changes radically, and Fund is slow to respond Uncertainty in energy transition impacts and timing Risk of stranded assets where invested in fossil fuel companies Risk to wider social and economic risks by	Loss of market value Reputation issues around how the Fund is progressing the move to a decarbonised global economy. unconscious exposure to high carbon emitters or companies in violation of UN policies Reputational risk where EGS beliefs and strategy are not aligned with expectation of members Increased workload responding to questions and challenges over ESG risks taking officer time away from manging the fund effectively	4	2	8	Statement of Responsible Investment Principles outline investment beliefs within ESG, implementation of decisions and monitoring of EGS factors. Investment Working Group and ESG working group consolidated into a single group to ensure ESG is in the heart of all investment decisions Restructuring of the equity portfolio to avoid high risk companies and exploit opportunities, including decision to invest in impact fund in September 2020 Trim unconscious exposure to companies with poor ESG rating or fossil fuel companies, through reduction in index funds Tracking of the portfolio as underweight in fossil fuel exposure to benchmarks Production of annual reports on the carbon footprint of the Fund and review of managers from EGS perspective including transition pathway of underlying companies Signatory to PRI and Stewardship code with commitment to comply with the new 2020 code Challenging managers on their holdings with regard ESG issues Member of Institutional Investors group on climate change Engaging via managers and investor groups including LAPFF with companies and driving them forward to comply with key ESG concerns using the greater voice by combined investment power	2	2	4	Head of Pensions	On-going
17	Insufficient cash to pay benefits as they fall due	Failure to track payments due Large investment commitments not anticipated and planned for Contributions not collected when due	Beneficiary financial hardship	2	4	8	Contributions monitored on monthly basis monitoring of members close to retirement Daily cash position monitored. Distributing investments to ensure stream of income from investment activity Income from investments is considered as a key risk in all investment strategy decisions and the income profile managed liaison between administration and investment team on cash requirements	1	4	4	Head of Pensions	on-going
18	Internal fraud	Member of staff has multiple accounts and can self authorise Lack of internal controls and sign off procedures Failure to monitor staff actions Failure to monitor payments from the Fund Failure to properly authenticate benefit claims	Loss of Fund assets	2	3	6	Quarterly review of log in credentials Senior officer's have sight of bank account Senior officer's are signatories to bank account Multiple sign off needed to make payment	1	3	3	Head of Pensions	On-going
19	External fraud	Failure to identify deceased members	Loss of member confidence	2	3	6	Monthly mortality checks Regular member tracing exercises	1	3	3	Head of Pensions	On-going

Risk Register Risk Scores

The risk scores are calculated using the risk matrix below:

				•				
90-100%	This week	Very High		5	5	10	15	20
60-90%	This Month	High	QC	4	4	8	12	16
40-60%	, , , , , , , , , , , , , , , , , , ,		ЭОНПЭ	3	3	6	9	12
10-40%	LOW		LIK	2	2	4	6	8
0-10%	Next 10 years	Very Low		1	1	2	3	4
	,				1	2	3	4
						IMF	PACT	•
					Negligable	Minor	Major	Critical
					No noticeable impact	Minor impact, Some degradation of service	Significant impact, disruption to core services	Disastrous impact, Catastrophic failure
				SERVICE	Handled within normal day- today routines.	Management action required to overcome	Key targets missed.	Prolonged interruption to core service.
				DELIVERY	,	short-term difficulties.	Some services compromised.	Failure of key Strategic Project
					Little loss anticipated.	Some costs incurred.	Significant costs incurred.	Severe costs incurred.
				FINANCAL	entile 1000 unitionpated.	Handled within management responsibilities.	Service level budgets exceeded.	Statutory intervention triggered.
					Little or no publicity.	Limited local publicity.	Local media interest.	National media interest seriously affecting public opinion
				REPUTATION	Little staff comments.	Mainly within local government community.	Comment from external inspection agencies.	
						Causes staff concern.	Noticeable impact on public opinion.	