


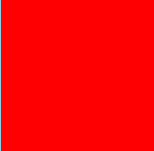




## Appendix 2 – Risk Register

Risk Theme	Action	RAG
<p><b>*NEW*</b></p> <p>Political pressure results in change to investment strategy due to ESG factors resulting in the Fund being required to restrict Fund Manager investments and/or the Fund being challenged on fiduciary duty.</p>	<p>Ensure active engagement by Fund Managers with companies in all areas.</p> <p>Regular dialogue with Fund Managers regarding reasoning behind the stock being held.</p> <p>Keep up to date with Scheme Advisory Board and Government guidance.</p>	
<p>Insufficient funds to meet liabilities resulting in increased contributions required from employers or changing to a higher risk investment strategy</p>	<p>Prudent assumptions adopted by the Fund Actuary.</p> <p>Monitor, maintain and review the Investment Strategy Statement and Funding Strategy Statement.</p> <p>Regularly review investment performance and funding levels.</p>	
<p>Insufficient resources to comply with the Administering Authority's Regulatory responsibilities.</p>	<p>Develop and monitor Business Plan on a regular basis.</p> <p>Ensure service contracts are clearly specified and obligations met.</p>	
<p>Poor quality data resulting in error and misstatement.</p>	<p>Develop and implement a Data Improvement Plan.</p> <p>Maintain robust accounting records.</p>	
<p>Officer, Panel and Board knowledge and understanding resulting in poor decision making and disengagement on key issues.</p>	<p>Develop, implement and monitor a Training Strategy.</p>	
<p>Performance of the Fund's assets creates volatility and pressure on employer contribution rates.</p>	<p>Monitor, maintain and review the Investment Strategy Statement and Funding Strategy Statement.</p> <p>Clear Investment Management Agreements in place.</p> <p>Regularly review investment performance and funding levels.</p> <p>Consideration of Environmental, Social and Governance issues on the performance of the portfolio.</p>	

The introduction of asset pooling impacts on the Fund's ability to implement its investment strategy successfully or the Administering Authority is considered to not comply with the relevant statutory guidance.	Continued strong involvement in the work of the ACCESS Group at officer and at Fund Chairman level.	
Failure to secure value for money through managing contracts with third parties	Strong contract management  Compliance with procurement requirement and standing orders for provision of services to the Fund.	
Political environment (locally or nationally) impact on investment markets and legislative requirements.	Work closely with investment managers, other suppliers and advisers to understand potential impacts and responses.  Develop, implement and monitor a Training Strategy.	
Conflict of interest for members and employers	Clearly defined roles and responsibilities for those working for the Pension Fund.  Maintenance of Conflict of Interest policy and register by the County Council.	
Increase in variety and number of employers participating in the Scheme resulting in risk of non-compliance with obligations.	Clear Admission Agreements in place.  Guidance published and reviewed relating to the Scheme requirements.  Proactive engagement with employers.	
Cyber crime resulting in personal data for members being accessed fraudulently.	Strong IT environment for administration system and web-based Portals.	

## Closed

Risk Theme	Action	RAG
Change to payroll and pension admin provider resulting in incomplete or inaccurate data being transferred and stakeholders not adopting new requirements.	Well defined project which is robustly managed including appropriate due diligence and testing throughout the project.  Clear communication with stakeholders during project and as part of business as usual.	