

PENSION FUND RISK REGISTER

Report of the County Treasurer

Please note that the following recommendations are subject to consideration and determination by the Board before taking effect.

Recommendation: That the Committee notes the Pension Fund Risk Register and the additional actions proposed to mitigate risk.

1. Introduction

- 1.1. Effective risk management is an essential part of any governance framework as it identifies risks and the actions required to mitigate their potential impact. For a pension fund, those risks will come from a range of sources including the funding position, investment performance, membership changes, benefits administration, costs, communications and financial systems. Good information is important to help ensure the complete and effective identification of significant risks and the ability to monitor those risks. The risks that have been identified are incorporated into the Fund's Risk Register.
- 1.2. The Pension Board monitors the Risk Register as part of its scrutiny role in relation to risk and compliance, and will raise any specific concerns to the Investment and Pension Fund Committee, as necessary. The Pension Board previously considered the Risk Register at its meeting on 10th April 2017, and their input has been taken into account in revising the risk register. However, the Investment and Pension Fund Committee is the ultimate risk owner for the Pension Fund and therefore an updated Risk Register is brought to the Committee on an annual basis.
- 1.3. The Risk Register is attached at Appendix 1 to this report. It highlights the key risks in relation to the Pension Fund, the current processes in place to mitigate the risk, and the planned improvements in place to provide further assurance. It incorporates the risk register of both the Investments Team and Peninsula Pensions.

2. Assessment of Risk

- 2.1. Risks are assessed in terms of the potential impact of the risk event should it occur, and in terms of the likelihood of it occurring. These are then combined to produce an overall risk score. Each risk is scored assuming no mitigation, and then on the basis of the mitigation in place.
- 2.2. In addition to the current mitigation in place, further actions are planned to provide a greater level of assurance, and these are detailed together with the planned timescale for the action to take place. The level of risk will be reviewed once these additional actions have been implemented.
- 2.3. Further risks are likely to arise from future decisions taken by the Investment and Pension Fund Committee, and from changes in legislation and regulations. Where such new risks arise they will be added to the risk register, assessed, and mitigation actions identified.

3. Revisions to the Risk Register

3.1. The Risk Register is reviewed and updated on an ongoing basis. The following changes have been made to the Register since it was last presented to the Investment and Pension Fund Committee:

- Risk F12 has been updated to reflect the increasing likelihood of a no-deal Brexit. As a result, the current risk score has increased making this a high risk score even with the mitigations in place. It could be argued that Brexit, particularly a No-deal Brexit, is the highest risk currently facing the Fund, particularly in view of the proximity of the date of leaving the European Union to the date of the next triennial valuation of the Fund (31st March 2019). The perceived economic impact of Brexit, especially a No -Deal Brexit, could lead to significant market instability that could in turn lead to a reduction in the Fund's assets and/or an increase in liabilities, thereby reducing the funding level and resulting in increases in employer contributions.
- During 2017/18, the Pension Board have reviewed the Risk Register and suggested that clearer descriptions relating General Data Protection Regulations are added to risks PP10 and PP11. The Board also recommended that Risk PP6 is expanded to include the risk of employees not joining the Scheme.
- Several risks have been updated to reflect progress towards the investment pooling objectives and the set-up of the Brunel Pension Partnership. These reflect the fact that Brunel is now an established FCA approved investment management company. Therefore the risk of non-approval has passed, and risk B3 has therefore been removed. The management of risks around the performance of fund managers will gradually transfer across to Brunel over the next two years, and the mitigation in respect of risks F2, F3 and F4 have been changed to reflect this. The risk of higher than forecast transition costs remains (Risk B2), but the process for managing those risks is now clearer.
- Risk F14 has been updated to reflect the Devon Pension Fund successfully opting up to professional client status with current fund managers and other relevant financial institutions. The score for 'likelihood' under inherent risk has been reduced from 4 to 2 and the current risk has been reduced from 2 to 1 to reflect this.
- Risk Cu1 has been updated to reflect the appointment of State Street as administrator to the Brunel Pension Partnership. State Street will provide a global custody service to each of the Brunel partners.
- Risk CM1 has been updated to include the future plan to review and update the Communications Strategy.
- Risk I1 has been updated to reflect the secondment arrangements for the Head of Peninsula Pensions and the Investment Manager to swap roles to provide greater resilience in relation to key person risk, and several changes have been made to risk owners to reflect the change of roles.
- The key risks in relation to Peninsula Pensions have been reviewed and are recorded under Risks Reference PP. Several new risks have been included under this section, including risk PP16 which covers the risk of failure for the shared service arrangement with Somerset.
- Risk PP18 has been added to the register since the April review, which covers the risk of cyber attacks.

3.2. Taking account of the revisions above there are now 43 risks recorded in the Risk Register. The following table summarises the number of risks assigned to low, medium and high risk scores, before and after mitigation.

Risk Category	Number of Inherent Risks Identified	Number of Risks following mitigating action
High	10	2
Medium	23	7
Low	10	34

3.3. Action taken to mitigate risks has reduced the number of high risks from 10 to 2. The remaining high risks are in respect of a market crash leading to a failure to reduce the deficit, and the potential impact of Brexit.

4. Conclusion

4.1. The Committee are asked to note the Pension Fund Risk Register, and the additional actions proposed to mitigate risk.

Mary Davis

Electoral Divisions: All

Local Government Act 1972

List of Background Papers - Nil

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Devon County Council Pension Fund Risk Register

Sep-2018

Key to overall assessment of risk

Combination of impact and likelihood, categorisation of overall risk and level of action required.

Risk Assessment Matrix					
LIKELIHOOD	5	10	15	20	25
	4	8	12	16	20
	3	6	9	12	15
	2	4	6	8	10
	1	2	3	4	5
	IMPACT				

Impact x Likelihood
20 - 25 VERY HIGH
<ul style="list-style-type: none"> Immediate Action
12 - 16 HIGH
<ul style="list-style-type: none"> Regular review to seek better control
8 - 10 MEDIUM
<ul style="list-style-type: none"> Review current controls
1 - 6 LOW
<ul style="list-style-type: none"> Limited action - long term plans

Assessment of impact and likelihood

Assessment of Impact				
		Financial	Reputation	Stakeholders/Customers
1	Negligible	< £100k	Minimal and transient loss of public trust.	Minimal impact on stakeholders or customers.
2	Minor	£100k - £1m	Slight loss of trust with no lasting impact. Little adverse publicity.	Minor impact on stakeholders or customers and customer dissatisfaction. Limited service disruption.
3	Moderate	£1m - £10m	Moderate loss of trust that receives significant adverse publicity locally with no lasting impact.	Moderate disruption to stakeholders, moderate impact on customers and customer dissatisfaction. Moderate service disruption.
4	Major	£10m - £100m	Significant loss of trust and receives local media attention with potential for lasting impact.	Significant service disruption and opposition from stakeholders and/or customers. Threat of legal action.
5	Catastrophic	> £100m	Significant loss of trust and receives national media attention with potential for persisting impact.	Major service disruption and significant opposition from stakeholders and/or customers. Legal action. Long term public memory.

Assessment of Likelihood			
		Probability Descriptors	Numerical Probability
1	Rare	This will probably never happen/recur.	Under 1%
2	Unlikely	Do not expect it to happen/recur, but it is possible it may do so.	1% - under 5%
3	Possible	Might happen or recur occasionally.	5% - under 20%
4	Likely	Will probably happen/recur, but it is not a persistent issue or circumstances	20% - under 50%
5	Almost Certain	Will undoubtedly happen/recur, possibly frequently. A project more likely to fail than succeed.	Over 50%

Appendix 1 - Devon Pension Fund Risk Register

Risk no.	Description of Risk and Potential Impact	Inherent Risk			Mitigating Controls	Current Risk			Risk Owner	Additional Plans	Timescale
		Impact	Likelihood	Combined Score		Impact	Likelihood	Combined Score			
Governance Arrangements											
G1	<p>The Administering Authority fails to have appropriate governance arrangements, including the requirement for a Pension Board, resulting in:</p> <ul style="list-style-type: none"> • Non-compliance with legislation and/or best practice. • Inability to determine policy, make effective decisions and/or deliver service. • Risk to reputation. 	4	2	8	<ul style="list-style-type: none"> • DCC has produced a Governance Policy and Compliance Statement, as required by regulation 31 of the LGPS Regulations 2008. • The Governance Policy and Compliance Statement is reviewed and updated regularly and scheme employers are consulted to ensure that the policy remains appropriate. • The Statement is published on the Devon Pensions website: https://www.peninsulapensions.org.uk/wp-content/uploads/2013/10/Devon-Pension-Fund-Governance-Policy-270215.pdf • Pension fund stakeholders are made aware of the Statement. • DCC has appointed an Investment and Pension Fund Committee to discharge the duties of the Council as Administering Authority of the Pension Fund. • The Committee review and approve the annual statement of accounts of the Devon Pension Fund, consider whether appropriate accounting policies have been followed and whether there are concerns arising from the financial statements or from any audit that need to be brought to the attention of the Council. • A Pension Board has been established as required by the Public Service Pension Act 2013. • Support and training are being provided to ensure that the Board is equipped to undertake its role. 	4	1	4	Mark Gayler / Charlotte Thompson		

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G2	The Investment and Pension Fund Committee and Pension Board are unable to fulfil their responsibilities effectively, resulting in: <ul style="list-style-type: none"> • Non-compliance with legislation and/or best practice. • Inability to determine policy, make effective decisions and/or deliver service. • Risk to reputation. 	3	3	9	<ul style="list-style-type: none"> • The Committee has adopted the CIPFA Code of Practice on Knowledge and Skills, and regular training is provided to ensure that members have the level of understanding required. • An Annual Training Plan has been agreed for 2018/19. • A training and induction programme is available for new Committee and Pension Board Members. • The Fund subscribes to relevant bodies (e.g. CIPFA, LAPFF, NAPF) and sends representatives to major conferences. • DCC organises at least two training days per year for Investment and Pension Fund Committee and Pension Board members, with an additional engagement day being held with the Brunel Pension Partnership. • Committee and Pension Board members are made aware of and adhere to the Governance Compliance Statement, and are encouraged to identify training requirements. 	3	2	6	Mark Gayler / Charlotte Thompson		
Funding and Investments											
F1	The Committee Members and Investment Officers make inappropriate decisions as a result of insufficient knowledge of financial markets and inadequate investment and actuarial advice received, resulting in: <ul style="list-style-type: none"> • Poor Fund performance/financial loss. • Increased employer contribution costs. 	4	3	12	<ul style="list-style-type: none"> • The Investment Strategy is set in accordance with LGPS investment regulations. • The Investment Strategy is reviewed, approved and documented by the Investment and Pension Fund Committee. • The Investment Strategy takes into account the Fund's liabilities. • DCC employ an external investment advisor who provides specialist guidance to the Investment and Pension Fund Committee regarding the investment strategy. • An Annual Training Plan has been agreed for 2018/19. Training programmes are available for Committee Members and Investment Staff. • Members and Officers are encouraged to challenge advice and guidance received when necessary. 	4	2	8	Mark Gayler	Following discussion at the Investment and Pension Fund Committee in June 2018, officers will review best practice at other LGPS funds with a view to enhancing future training plans for the Pension Board and Investment and Pension Fund Committee	For 2019/20 Training Plan

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F2	<p>The Pension Fund has insufficient assets to meet its long term liabilities.</p> <p>The Pension Fund's investment strategy and /or Fund Managers fail to produce the required returns, or organisational changes / manager departures at a Fund Manager damage performance, resulting in:</p> <ul style="list-style-type: none"> • Financial loss. • Insufficient funds available to meet future obligations. 	5	3	15	<ul style="list-style-type: none"> • Triennial actuarial valuations provide periodic indications of the growth in assets against liabilities. Employer contribution rates are set in response to this. The 2016 actuarial valuation includes provision for the fund to achieve full funding over 22 years. • The funding level is updated on a quarterly basis, based on roll forward of the Triennial valuation data and subsequent investment returns, pension and salary increases and reported to the Committee. • The investment strategy is reviewed annually by the Pension Fund Committee with advice from the External Investment Advisor to determine whether any action needs to be taken to amend the fund's asset allocation strategy. • The Fund's investments are diversified across a range of different types of assets to minimise the impact of losses in individual markets. • Fund-specific benchmarks and targets are set. • Fund assets are kept under regular review as part of the Fund's performance management framework. • Fund managers have been thoroughly vetted prior to appointment and performance is reviewed regularly against the benchmark and performance objectives, and this is reported to Committee. Appropriate action may be taken if it is considered that an Investment Manager is underperforming. • The depth of expertise in the fund managers' teams have been assessed as part of the appointment process. • Performance targets are agreed by the Investment and Pension Fund Committee and are based upon recommendations provided by the DCC in-house Investment Team and our external investment advisor. • The Investment and Pension Fund Committee have the power to terminate a fund manager's contract if it is deemed that the manager has not performed as expected, or there are concerns about future performance due to organisational change / manager departures. • Mercers were appointed to undertake an investment strategy review for the fund in 2016. The final report and recommendations were presented to the Investment and Pension Fund Committee in Feb 2017. 	5	2	10	Mark Gayler	<p>From April 2018, responsibility for new fund manager appointments and monitoring of the new managers appointed will transfer to the Brunel Pension Partnership. The Devon Fund will still have incumbent managers to monitor for a transition period of around 2 years, and will then need to focus on monitoring of Brunel's performance.</p>	Transition period to March 2020

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F3	The fund is exposed to unnecessary risks and avoidable costs due to poorly structured investment arrangements, resulting in: <ul style="list-style-type: none"> Financial loss. 	5	2	10	<p>The Fund attempts to ensure the achievement of best value and minimise exposure to risk via the following:</p> <ul style="list-style-type: none"> The Fund's investments are diversified across a range of different types of assets to minimise the impact of losses in individual markets. IMA disclosure tables are reviewed to ensure best execution by managers. Investment managers are asked to provide invoices for fees, wherever possible. Specialist services (e.g. transitions, currency transfers) are considered where appropriate in order to reduce costs. Banking and custodian arrangements are reviewed and re-rendered when appropriate. 	4	1	4	Mark Gayler	The Brunel Pension Partnership has been set up as part of the investment pooling requirements of Government. The future investment arrangements under Brunel should provide for improved risk management and better risk adjusted investment returns	April 2018 onwards
F4	Collapse of a fund manager or negligence, fraud or wilful default committed by a fund manager, resulting in: <ul style="list-style-type: none"> Financial loss. 	4	2	8	<ul style="list-style-type: none"> The Fund considers the financial stability of managers during the appointment process and the situation is kept under review. DCC use a global custodian service to ensure that there exists a separation of investment management arrangements from custody of assets. Legal requirements are in place for fund managers and are set out in the investment management agreements. Fund managers are required to be fully compliant with FCA, PRA and other regulatory requirements. The risk that a fund manager cannot provide a service during windup is mitigated by the availability of transition management arrangements put in place by the Brunel Pension Partnership. 	3	2	6	Mark Gayler		

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F5	Market crash leading to an increase in the deficit, or at best a failure to reduce the deficit. For example the Fund experienced a loss of around 20% during 2008/09. <ul style="list-style-type: none"> Financial loss. Increased employer contribution costs. 	5	3	15	<ul style="list-style-type: none"> The fund is well diversified and consists of a wide range of asset classes which aims to mitigate the impact of poor performance from an individual market segment. Investment performance reporting and monitoring arrangements exist which provide the committee and investment officers with the flexibility to rebalance the portfolio in a timely manner. The long term nature of the liabilities provides some mitigation, in that markets tend to bounce back after crashes, such that the impact is significantly reduced. 	4	3	12	Mark Gayler		
F6	Pay and price inflation are higher than anticipated. <ul style="list-style-type: none"> An increase in liabilities which exceeds the previous valuation estimate. 	4	3	12	<ul style="list-style-type: none"> The triennial actuarial valuation review focuses on the real returns on assets, net price and pay increases. Employers pay for their own salary awards and are reminded of the geared effect on pension liabilities of any bias in pensionable pay rises towards longer serving employees. The Fund has investments in infrastructure funds with inflation linked returns, to act as a hedge against inflation increases. The Committee has received training on understanding liabilities and potential approaches to Liability Driven Investment. Hymans Robertson were commissioned to produce a report which reviewed the strategy for the fixed interest and its role in managing inflation risk. The report was presented to the I&PFC in September 2015, and recommendations partly implemented. This issue was also addressed in the strategic review carried out by Mecer in 2016/17. 	3	3	9	Mark Gayler		
F7	Increase in number of early retirements due to public service cuts and/or ill health leading to pension liabilities increasing. <ul style="list-style-type: none"> An increase in liabilities which exceeds the previous valuation estimate. 	3	3	9	<ul style="list-style-type: none"> Employers are charged the extra capital cost of non ill health retirements following each individual decision. Employer ill health retirement experience is monitored. 	2	2	4	Dan Harris		

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F8	The average life expectancy of pensioners is greater than assumed in actuarial assumptions. <ul style="list-style-type: none"> An increase in liabilities which exceeds the previous valuation estimate. 	4	3	12	<ul style="list-style-type: none"> Life expectancy assumptions are reviewed at each valuation. Mortality assumptions include an allowance for future increases in life expectancy. 	3	2	6	Mark Gayler		
F9	Scheme employers' contributions to the Fund are not received, processed and recorded completely and accurately <ul style="list-style-type: none"> Increased costs across all the remaining scheme employers 	3	3	9	<ul style="list-style-type: none"> The team has procedures in place to monitor the receipt of contributions to the fund. The team communicates regularly with scheme employers to ensure that contributions are made in a timely manner and are recorded accurately. Details of any outstanding and overdue contributions are recorded and appropriate action is taken in order to recover payments. 	3	1	3	Mark Gayler/ Martyn Williams		
F10	An employer struggles to meet contributions increases following an actuarial review and/or ceases to exist with insufficient funding available to settle any outstanding debts, or refuses to pay the cessation value. <ul style="list-style-type: none"> Departing employer not fully meeting its liabilities which leads to increased costs across the remaining scheme employers. 	3	3	9	<p>The risk is mitigated by:</p> <ul style="list-style-type: none"> Vetting prospective employers before admission and ensuring that they fully understand their obligations. Applications for admission to the Fund are considered carefully and a bond or guarantee is put into place if required. The Actuary has an objective of keeping contributions as stable as possible whilst ensuring the long term solvency of the Fund. Outstanding liabilities will be assessed and recovered from any successor bodies or spread amongst remaining employers. The actuarial valuation attempts to balance recovery period with risk of withdrawal. If necessary, appropriate legal action will be taken. An Employer Covenant Risk Assessment has been undertaken by the Fund Actuary, Barnett Waddingham 	2	2	4	Mark Gayler/ Dan Harris		
F11	A significant number of LGPS members transfer their pension pots to other pensions providers in order to obtain a capital sum under the Government's "Freedom and Choice" legislation, resulting in: <ul style="list-style-type: none"> Significant cashflow out of the Fund. Reduction in assets greater than reduction in the Fund's liabilities. 	3	2	6	<p>The risk is mitigated by:</p> <ul style="list-style-type: none"> Effective communication of the benefits of remaining in the LGPS. Actuarial calculation of transfer value should ensure transfer value does not exceed reduction in liability. 	2	2	4	Mark Gayler/ Dan Harris		

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F12	The result of the EU Referendum and the decision to leave the European Union results in significant economic instability and slowdown, particularly with the increasing possibility of no-deal, and as a consequence lower investment returns, resulting in: <ul style="list-style-type: none"> • Financial loss, and/or failure to meet return expectations. • Increased employer contribution costs. 	4	4	16	The risk is mitigated by: <ul style="list-style-type: none"> • 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. 	3	4	12	Mark Gayler/ Charlotte Thompson	Further consideration will be given during the Autumn to the risks associated with Brexit and any further mitigating actions that may be required.	Autumn 2018
F13	The result of the EU Referendum and the decision to leave the European Union results in changes to the regulatory and legislative framework within which the Fund operates	3	3	9	The risk is mitigated by: <ul style="list-style-type: none"> • The Government 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 conferences, in order to ensure that any regulatory changes are implemented in the management of the Fund. 	2	3	6	Mark Gayler/ Dan Harris		
F14	The Markets in Financial Instruments Directive II (MiFID II) presents the risk that the Devon Fund is downgraded to retail client status resulting in assets being sold at less than fair value and the Fund being unable to access a range of investment opportunities, resulting in: <ul style="list-style-type: none"> • Financial loss, and/or failure to meet return expectations. • Reduction in diversification opportunities and resultant increase in risk. 	4	2	8	The risk is mitigated by: <ul style="list-style-type: none"> • All the Fund's current fund managers and financial counterparties have accepted Devon's application for elective professional client status. • Robust training plan to ensure committee and officers have required knowledge and experience to meet the qualitative criteria to opt up. • Availability of LGA template to enable the Fund to make multiple applications to financial institutions to opt back up to professional client status, should any new applications or amendments be required. 	3	1	3	Mark Gayler		

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Brunel Pension Partnership											
The risks highlighted in this section are those most relevant to the operation of the Devon Fund, the Brunel Pension Partnership has its own comprehensive risk register to monitor the total risk of the Brunel project.											
B1	<p>The Devon Pension Fund has insufficient resources available to deliver the pooling proposal within the required timescale, without impacting the day-to-day management of the fund.</p> <ul style="list-style-type: none"> The management of the Pension Fund is adversely affected due to existing resources concentrating on the pooling proposal, resulting in underperformance and failure to meet statutory obligations. The Brunel Pension Partnership is not able to deliver the required service and the Devon Pension Fund faces the risk of alternative measures being imposed by Government. 	4	3	12	<ul style="list-style-type: none"> The Brunel Pension Partnership is now established as an FCA regulated company, fully staffed to meet the business case as approved by the 10 client LGPS funds. Governance arrangements are in place with an Oversight Board of elected members and a Client Group of fund officers from each of the LGPS client funds to oversee the service provided by Brunel and ensure that Brunel are delivering on their key objectives. Regular update meetings are held between the County Treasurer and Assistant County Treasurer, as well as update meetings within the Devon Investment Services team, to review progress, workloads in order to identify and address any areas of concern. 	4	2	8	Mark Gayler	<ul style="list-style-type: none"> Additional staffing resources may be required if it becomes apparent that insufficient resources exist to take forward the proposal without impacting the day-to-day management of the fund. 	
B2	<p>Asset transition costs are greater than forecast.</p> <ul style="list-style-type: none"> Failure to control operational risks and transaction costs during the transition process may lead to an increase in the initial set-up costs forecast by the pooling proposal. 	4	3	12	<ul style="list-style-type: none"> Two asset transition management companies have analysed the costs of transitioning our current assets into the pool, under a variety of scenarios. The results of these analyses have been used as a basis for calculating the initial set-up costs of the Brunel Pension Partnership. The transition process includes selling securities from one portfolio and buying securities in another while systematically controlling operational risks and transaction costs. There may also be the opportunity to transfer securities in 'specie', that is to transfer a security directly from an existing portfolio into the new portfolio. The timing of sales and purchases is also critical. A transition management service will be used by Brunel to ensure assets are transitioned efficiently, with the objective of preserving asset values, managing risk and project managing the transition process to ensure that costs are monitored and controlled. A transition advisor will also be used to ensure that the transition process for each portfolio has been carried out in an efficient and effective manner 	4	2	8	Mark Gayler		

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Custody											
Cu1	<p>Failure of custodian leading to losses which results in a failure to reduce the deficit and potential adverse media interest.</p> <ul style="list-style-type: none"> Financial loss. 	4	2	8	<ul style="list-style-type: none"> The custodian contract is subject to regular review and periodic re-tendering. Following the formation of the Brunel Pension Partnership, State Street were appointed as Third Party Administrator, and will provide a custody service to each of the Brunel client funds. The procurement process included an assessment of their financial standing. The custodian must adhere to FCA and PRA financial regulations. Fund assets are protected in the event of insolvency of the custodian 	3	2	6	Mark Gayler/ Charlotte Thompson		
Communication											
Cm1	<p>Insufficient communication and engagement with the Pension Fund Stakeholders.</p> <ul style="list-style-type: none"> Non-compliance with legislation and/or best practice. Inability to determine policy, make effective decisions and/or deliver service. Reputation risk. 	3	3	9	<ul style="list-style-type: none"> A communications strategy is in place and was last reviewed and updated in November 2015. The Devon Investment Services and Peninsula Pensions websites are kept up to date. Fund Performance is reported to the Investment & Pension Fund Committee on a regular basis. Meetings are held regularly with the Fund's Employing Authorities. Benefit illustrations are sent annually to contributing and deferred Fund members. The contact list for employers is updated regularly. Annual forums are held for employers and Trade Unions. The annual report and accounts are published on the Peninsula Pensions website. 	3	2	6	Mark Gayler / Dan Harris / Martyn Williams	The Communications Strategy is in the process of being reviewed and updated.	Mark Gayler / Martyn Williams Pension Board Oct 2018 Investment and Pension Fund Committee Nov 2018

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Accounting											
A1	<p>Failure to comply with pension fund accounting regulations.</p> <ul style="list-style-type: none"> Risk of the accounts being qualified by the auditors. 	3	3	9	<ul style="list-style-type: none"> Staff are kept up to date with changes to legislative requirements via network meetings, professional press, training and internal communication procedures. Pension Fund financial management and administration processes are maintained in accordance with the CIPFA Code of Practice, International Financial Reporting Standards (IFRS), and the DCC Financial Regulations. Regular reconciliations are carried out between in-house records and those maintained by the custodian and investment managers. Internal Audits are carried out on an annual basis. External Audit review the Pension Fund's accounts annually. 	3	2	6	Mark Gayler/ Angela Stirland		
Data Protection											
D1	<p>The Pension Fund systems and data may not be secure and appropriately maintained.</p> <ul style="list-style-type: none"> Loss of sensitive data. Reputation risk. Financial loss arising from legal action. 	3	2	6	<ul style="list-style-type: none"> It is a mandatory requirement for all DCC employees to undertake Data Protection training and to adhere to DCC's data protection policy. 	3	1	3	Mark Gayler/ Dan Harris		

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Internal											
11	<p>Concentration of knowledge in a small number of officers and risk of departure of key staff, or non-availability due to sickness or other issues.</p> <ul style="list-style-type: none"> The risk of losing key staff could lead to a breakdown in internal processes and service delivery, causing financial loss and potential risk to reputation. 	4	3	12	<ul style="list-style-type: none"> The Investment Manager is able to cover in the absence of the Assistant County Treasurer. Secondment arrangements, whereby the Head of Peninsula Pensions and the Investment Manager have swapped roles for a period of 1-2 years will improve the sharing of knowledge and the resilience of the Fund. Knowledge of all tasks shared by at least two team members and can in addition be covered by senior staff. Training requirements are set out in job descriptions and reviewed annually with team members through the appraisal process. A formal training record for officers is maintained centrally. A procedure manual is in place which sets out work instructions for the majority of crucial tasks undertaken. 	4	2	8	Mark Gayler / Charlotte Thompson / Dan Harris	<ul style="list-style-type: none"> The Devon Investment Services procedure manual will continue to be refined and updated on an ongoing basis. Ensure the review of CIPFA's knowledge and skills framework relating to officers results in key outcomes being delivered. 	
12	<p>Failure of in-house treasury management practices leading to fraud, corruption or error.</p> <ul style="list-style-type: none"> Risk of financial loss & damage to reputation. 	3	3	9	<ul style="list-style-type: none"> Counterparty transactions are authorised by senior staff outside of the investment team. All staff are covered by fidelity insurance up to £15 million Sufficient members in the team to cover absence and leave - a weekly planner is produced in order to review cover requirements. Appropriate separation of duties exists. Treasury Management Practices are reviewed and updated regularly. Up to date financial regulations and practices. 	3	2	6	Mark Gayler		
Governance Arrangements/Code of Practice											

Appendix 1 - Devon Pension Fund Risk Register

Risk no.	Description of Risk and Potential Impact	Inherent Risk			Mitigating Controls	Current Risk			Risk Owner	Additional Plans	Timescale
		Impact	Likelihood	Combined Score		Impact	Likelihood	Combined Score			
PP1	Failure to issue Annual Benefit statements to active and deferred members by 31st August: <ul style="list-style-type: none"> • Reputational risk and complaints • Fines 	2	4	8	<ul style="list-style-type: none"> • Project management approach • Regular contact with employers to obtain data. • Monthly interfacing to reduce workload at year end • Statements to employers for 31/7/18 to allow time for distribution to staff prior to 31/8/18 	2	3	6	Dan Harris / Rachel Lamb / Mike Germon	We are looking to increase employer take up of monthly interfaces and are exploring options to improve software processes.	31.08.18 to have all pre April 2018 leavers processed
PP2	Failure to provide Basic information about the LGPS including: how benefits are worked out; how member and employer contributions are calculated	2	4	8	<ul style="list-style-type: none"> • Reviews of documentation/letters • Website regularly update • Links to Pension Funds investment information and LGPS included on website • A revised New Starter pack has been designed and is now provided to members 	2	3	6	Dan Harris / Shirley Cuthbert / Rachel Lamb / Natalie Taylor	Our methods and content of communication will be reviewed to ensure that members and employers are provided with accurate and relevant information.	Ongoing
PP3	Non-compliance with legislation and failure to correctly implement new legislation and regulations, resulting in: <ul style="list-style-type: none"> • Incorrect payments being made. • Risk of financial loss and damage to reputation. 	3	3	9	<ul style="list-style-type: none"> • LGA/External training. • Project work approach to implementation of legislative changes. • In house training for all staff. • Use of Perspective and Bulletins 	2	2	4	Dan Harris / Shirley Cuthbert / Rachel Lamb / Natalie Taylor	A Training and Technical team is now in place, following the Pension Review. The team has commenced delivering training across the teams.	Ongoing
PP4	Failure of employing authority to provide timely and accurate member data and not fulfilling their responsibilities resulting in delays or errors with benefit payments. <ul style="list-style-type: none"> • Risk of financial loss and damage to reputation. • Incorrect benefit calculations • Delays while we request missing information 	3	3	9	<ul style="list-style-type: none"> • Administration Strategy in place since April 2015, employer duties clearly identified. Ability to fine employers is provided for in strategy and LGPS regulations. • Employing authorities are contacted for outstanding information when it is identified that information is missing or contains errors. • Outstanding data queries are passed to Employer and Communications Team to monitor • Advice and consultancy provided. • Yearly checks on data to highlight gaps • Employer administration meetings held twice a year • Quarterly e-zine with administration updates, plus special editions when required • Guidance available on website • Individual employer meetings include review of employer performance 	3	2	6	Dan Harris / Shirley Cuthbert / Rachel Lamb / Natalie Taylor	An Employer and Communications team is now in place. The team will consider employer performance and take action to address any issues, as required.	Ongoing

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		Impact	Likelihood	Combined Score		Impact	Likelihood	Combined Score			
PP5	Failure to advise/act on any material changes made to the LGPS as well as other overriding legislation/Public Sector Review	2	4	8	<ul style="list-style-type: none"> • Reviews of documentation/letters / Staff ongoing training • Website regularly update • Links to Pension Funds investment information and LGPS included on website • Participation in all high level Government discussions and consultations • Ensure best practice is implemented and PP is seen as a centre of excellence for pension administration • Be recognised nationally by peers as one of the leaders in pension administration and facilitate site visits 	2	3	6	Dan Harris / Shirley Cuthbert / Rachel Lamb / Natalie Taylor	Training and Technical team is now in place following the team restructure. Completed July 2018.	Now ongoing

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Risk no.	Description of Risk and Potential Impact	Inherent Risk			Mitigating Controls	Current Risk			Risk Owner	Additional Plans	Timescale
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Communication											
PP6	<p>Insufficient communication and engagement with LGPS scheme members/employers</p> <ul style="list-style-type: none"> • Non-compliance with legislation and/or best practice. • Inability to determine policy, make effective decisions and/or deliver service. • Reputation risk. • Employees not joining the scheme. 	3	3	9	<ul style="list-style-type: none"> • The Peninsula Pensions website is kept up to date. • Meetings between PP managers and Communications team on a regular basis, with a communications plan and strategy for the year ahead • Meetings are held with the Funds Employing Authorities and on request for training. • Benefit illustrations are sent annually to contributing and deferred Fund members. • The contact list for employers is updated regularly. • Annual forums are held for employers and Trade Unions. • The annual report and accounts are published on the Peninsula Pensions website. 	3	2	6	Dan Harris / Shirley Cuthbert / Rachel Lamb / Natalie Taylor	The Peninsula Pensions Senior Management team are in the process of reviewing our communication strategy and requirements to take the service forward.	Ongoing
Pensioner Payroll/Finance											
PP7	<p>Pension benefits are not paid.</p> <ul style="list-style-type: none"> • Risk of financial loss arising from compensation claims • Damage to reputation. 	4	2	8	<ul style="list-style-type: none"> • The payroll system is set up to pay pensioners monthly. • Disaster recovery plan in place with Heywoods which will restore data within 7 days in the event of system failure. • The payroll manual has been revised and updated following the introduction of RTI (Real Time Information) and new administration systems. 	4	1	4	Dan Harris / Rachel Lamb / Mike Germon	Fully updated Pensioner Payroll Manual is now in place. An online training resource outlining the key payroll processes will follow in 2018	Dec-2018
PP8	<p>Pension benefits continue to be paid to deceased pensioners.</p> <ul style="list-style-type: none"> • Risk of financial loss and damage to reputation. 	2	3	6	<ul style="list-style-type: none"> • All pensioners are contacted annually. • Pension suspended if post is returned • Pensioners are incorporated into National Fraud Initiative. • Further targeted checks are conducted with credit reference agencies as appropriate. • Monthly mortality screening is undertaken and any positive matches are ceased immediately • Western Union overseas existence service undertaken bi annually 	2	2	4	Dan Harris / Rachel Lamb / Mike Germon	Tell us once service is being rolled out to LGPS. IT assistance has been required - one person can now access but need to extend to others	Ongoing
PP9	<p>A significant number of LGPS members transfer their pension pots to other pensions providers in order to obtain a capital sum under the Government's "Freedom and Choice" legislation, resulting in:</p> <ul style="list-style-type: none"> • Significant cashflow out of the Fund. • Reduction in assets greater than reduction in the Fund's liabilities. 	3	2	6	<p>The risk is mitigated by:</p> <ul style="list-style-type: none"> • Effective communication of the benefits of remaining in the LGPS. • Actuarial calculation of transfer value should ensure current fair value and not be detrimental to the fund. • CLG monitoring CETVs nationwide and reviewing accordingly (may introduce regulations amendments to prohibit if thought necessary) 	2	2	4	Dan Harris / Shirley Cuthbert / Rachel Lamb / Natalie Taylor		Ongoing

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Risk no.	Description of Risk and Potential Impact	Inherent Risk			Mitigating Controls	Current Risk			Risk Owner	Additional Plans	Timescale
		Impact	Likelihood	Combined Score		Impact	Likelihood	Combined Score			
Data Protection											
PP10	The Pension administration systems and data may not be secure and appropriately maintained, leading to: <ul style="list-style-type: none"> • Loss of sensitive data. • Reputation risk. • Financial loss arising from legal action. 	3	2	6	<ul style="list-style-type: none"> • Access and security controls exist and the system is tested regularly by Heywoods and PP. • The system is subject to regular checks by internal audit. 	3	1	3	Dan Harris / Shirley Cuthbert / Rachel Lamb / Natalie Taylor	GDPR training was delivered to all team members throughout April and May 2018 to ensure that staff are fully aware of requirements under the new data protection legislation.	Ongoing to ensure continued compliance.
PP11	Personal data being issued to wrong individual due to manual/printer error <ul style="list-style-type: none"> • Loss of sensitive data. • Reputation risk. • Financial loss arising from legal action. 	3	2	6	<ul style="list-style-type: none"> • It is a mandatory requirement for all DCC employees every 2 years to undertake Data Protection training and to adhere to DCC's data protection policy. • GDPR training was delivered to all team members throughout April and May 2018 to ensure that staff are fully aware of requirements under the new data protection legislation. • Internal E-Learning training 'Sharing personal data' was also undertaken by whole office during March 2018. 	3	1	3	Dan Harris / Shirley Cuthbert / Rachel Lamb / Natalie Taylor	Staff are fully aware of requirements under GDPR legislation. New Data Protection E-Learning to be undertaken when available.	Ongoing to ensure continued compliance.
Internal											
PP12	Concentration of knowledge in a small number of key officers and risk of departure of key staff, or non-availability due to sickness or other issues. <ul style="list-style-type: none"> • The risk of losing key staff could lead to a breakdown in internal processes and service delivery, causing financial loss and potential risk to reputation. 	4	3	12	<ul style="list-style-type: none"> • Knowledge of all tasks are shared by at least two team members and can in addition be covered by senior staff. • Training requirements are set out in job descriptions and reviewed annually with team members through the appraisal process. 	4	2	8	Dan Harris / Shirley Cuthbert / Rachel Lamb / Natalie Taylor	The Training and Technical are in the process of creating procedure notes for the team. These will help to ensure consistency across the teams and will assist with the training of new recruits.	Ongoing.

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Risk no.	Description of Risk and Potential Impact	Inherent Risk			Mitigating Controls	Current Risk			Risk Owner	Additional Plans	Timescale
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PP13	<p>Failure of scheme membership data and pension benefit calculation processes leading to fraud, corruption or error.</p> <ul style="list-style-type: none"> • Unauthorised payments under the Finance Act 2004. • Risk of financial loss and damage to reputation. 	3	2	6	<ul style="list-style-type: none"> • Information and instructions are only accepted from authorised sources. • Employers and scheme members are required to review and confirm membership records annually. • Benefit calculations are checked by senior colleagues and are subject to independent authorisation. • All transactions comply with DCC financial regulations and are subject to independent authorisation. • All staff are covered by fidelity insurance up to £15 million. • Members approaching 75 are separately identified monthly. • Data accuracy checks undertaken by the systems team including address / NINO checks 	3	1	3	Dan Harris / Shirley Cuthbert / Rachel Lamb / Natalie Taylor / Mike Germon	Employer Self Service being introduced to including a reporting element to assist Employers with checking their data annually and signing off as correct	In progress
PP14	<p>Failure to comply with disclosure regulations and to process accurate pension benefit payments in a timely manner (e.g. the requirement to issue information within a certain timescale after a request/event).</p> <ul style="list-style-type: none"> • Complaints • Monitoring Employer performance and chasing outstanding data • Fines 	3	2	6	<ul style="list-style-type: none"> • Robust workflow management system in place. • Payroll deadline procedures in place • Item in Business Continuity/Disaster Recovery Plan • Participate in National Fraud Initiative (NFI) • Life Certificates exercise carried out /mortality checks 	3	1	3	Dan Harris / Shirley Cuthbert / Rachel Lamb / Natalie Taylor	Full review of performance within PP being conducted to incorporate Employer performance and Admin strategies	Ongoing
PP15	<p>Failure of in-house management practices leading to fraud, corruption or error.</p> <ul style="list-style-type: none"> • Risk of financial loss & damage to reputation. 	3	3	9	<ul style="list-style-type: none"> • Transactions are authorised by senior staff • All staff are covered by fidelity insurance up to £15 million • Sufficient members in the team to cover absence and leave • Heywoods Audit trace report • Appropriate separation of duties exists. • Up to date regulations and practices. • Internal and external audit checks performed to ensure that appropriate and effective controls are in place 	3	2	6	Dan Harris / Shirley Cuthbert / Rachel Lamb / Natalie Taylor		
PP16	<p>Failure of Shared Service leading to partner fund externalising pension administration</p> <ul style="list-style-type: none"> • Reputation risk. • Financial loss arising from legal action • Loss of experienced/key staff 	3	2	6	<ul style="list-style-type: none"> • Constant assessment of Performance • Quarterly Shared Service meetings with key Fund colleagues. • Regular meetings between Peninsula Pensions and Employers, • Employer Newsletters 	3	2	6	Dan Harris / Shirley Cuthbert / Rachel Lamb / Natalie Taylor	Full review of performance within PP being conducted to incorporate Employer performance and Admin strategies	

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		Impact	Likelihood	Combined Score		Impact	Likelihood	Combined Score			
IT/Systems											
PP17	System failure. <ul style="list-style-type: none"> Loss of sensitive data. Reputation risk. Financial loss arising from legal action. 	5	2	10	<ul style="list-style-type: none"> The system is backed-up daily. System is hosted by Heywoods A full disaster recovery plan and Business Continuity Plan is in place and tested/updated annually. 	5	1	5	Dan Harris / Shirley Cuthbert / Rachel Lamb / Natalie Taylor / Mike Germon		
PP18	Cyber attack <ul style="list-style-type: none"> Loss of access to sensitive data. Reputation risk. Financial loss arising from legal action. 	5	2	10	<ul style="list-style-type: none"> Ensure that the relevant people are suitably vetted and trained, that administrators and service providers have measures in place to avoid security breaches A full disaster recovery plan and Business Continuity Plan is in place and tested/updated annually. Information from The Pensions Regular: You can assess how secure your scheme is and find out more about protecting yourself on the government's Cyber Essentials website. And for more information about protecting against cyber threats, visit the National Cyber Security Centre's website. 	5	1	5	Dan Harris / Shirley Cuthbert / Rachel Lamb / Natalie Taylor / Mike Germon		
PP19	Member Self Service: Systems and data may not be secure and appropriately maintained. <ul style="list-style-type: none"> Data security / Data Protection Loss of sensitive data Reputation risk 	3	2	6	<ul style="list-style-type: none"> Information and Instructions are only accepted from authorised sources It is a mandatory requirement for all DCC employees to undertake Data Protection training and to adhere to DCC's Data Protection Policy Regular penetration testing Secure website (annual license renewal) 	3	1	3	Dan Harris / Shirley Cuthbert / Rachel Lamb / Natalie Taylor / Mike Germon		