

Appendix 1 - Devon Pension Fund Risk Register

| Appendix 2 - Devon Pension Fund Monitoring | | | | | | | | | | | |
|--|---|---------------|------------|----------------|---|--------------|------------|----------------|----------------------------------|------------------|-----------|
| 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 | The Administering Authority fails to have appropriate governance arrangements, including the requirement for a Pension Board, 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. | 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/pension-fund-investments/devon-county-council-investments/devon-fund-key-documents/• 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 | <p>The Investment and Pension Fund Committee and Pension Board are unable to fulfil their responsibilities effectively, 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. | 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 is agreed by the Committee and Pension Board on an annual basis. • A training and induction programme is available for new Committee and Pension Board Members. • Committee and Pension Board members are asked to complete the Pension Regulator Trustee Toolkit. • The Fund subscribes to relevant bodies (e.g. CIPFA, LAPFF, PLSA) 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 | Following discussion at the Pension Board in April 2019, officers will look at the possibility of producing a handbook/manual for Board and Committee members | By 31 December 2019 |
| Funding and Investments | | | | | | | | | | | |
| F1 | <p>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:</p> <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 / Charlotte Thompson | Following discussion at the Pension Board in April 2019, officers will look at the possibility of producing a handbook/manual for Board and Committee members | By 31 December 2019 |

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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 | 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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| | | | | | <p>Pension Fund Committee and are based upon recommendations provided by the DCC in-house Investment Team and our external investment advisor.</p> <ul style="list-style-type: none"> 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. External review of the Fund's investment strategy is commissioned on a regular basis. Mercers undertook an investment strategy review in 2016, which was then refreshed in February 2019. The 2019 report and recommendations were presented to the Investment and Pension Fund Committee in February 2019. | | | | | | |
| F3 | <p>The fund is exposed to unnecessary risks and avoidable costs due to poorly structured investment arrangements, resulting in:</p> <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-tendered when appropriate. | 4 | 1 | 4 | Mark Gayler | <p>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</p> | April 2018 onwards |

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| F4 | The Fund fails to effectively manage risks associated with Environmental, Social and Governance (ESG) issues in relation to its investments, resulting in: <ul style="list-style-type: none"> Financial loss. Reputational Damage. | 5 | 2 | 10 | The Fund's Investment Strategy Statement sets out its approach to ESG issues and stewardship and engagement, including: <ul style="list-style-type: none"> The Fund expects its fund managers (including the Brunel Pension Partnership) to monitor and manage the risks associated with ESG issues, and will review with managers on a regular basis how they are managing those risks. The Fund will engage (through Brunel, its asset managers, the Local Authority Pension Fund Forum or other resources) with investee companies to ensure they can deliver sustainable financial returns over the long term. The Fund holds annual meetings for both employers and scheme members to provide the opportunity for discussion of investment strategy and consideration of non-financial factors. | 4 | 1 | 4 | Mark Gayler | | |
| F5 | 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 has considered the financial stability of managers during the appointment process and the situation is kept under review. In future when Brunel is selecting managers we would expect Brunel to consider financial stability of those managers, and will work with other Brunel clients to ensure that Brunel has in place robust procedures to do so. 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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| F6 | <p>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.</p> <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 | | |

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| F7 | Pay and price inflation are higher than anticipated. • 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 Mercer in 2016/17 and the refresh in 2018/19. | 3 | 3 | 9 | Mark Gayler | | |
| F8 | Increase in number of early retirements due to public service cuts and/or ill health leading to pension liabilities increasing. • 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 | | |
| F9 | The average life expectancy of pensioners is greater than assumed in actuarial assumptions. • 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 | | |
| F10 | Scheme employers' contributions to the Fund are not received, processed and recorded completely and accurately • 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 | | |

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| F11 | 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 | The risk is mitigated by: <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 is undertaken by the Fund Actuary, Barnett Waddingham, in conjunction with the triennial valuations of the Fund. | 2 | 2 | 4 | Mark Gayler/ Dan Harris | | |
| F12 | 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 | The risk is mitigated by: <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 | | |
| F13 | The result of the EU Referendum and the decision to leave the European Union results in significant economic instability and slowdown, 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. | 4 | 3 | 12 | Mark Gayler/ Charlotte Thompson | | |

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| F14 | 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 | | |
| F15 | 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 | | |
| F16 | Outcome of the McCloud and Sargeant cases results in significant additional pension liabilities for the Fund, resulting in: <ul style="list-style-type: none"> Increased employer contribution costs. | 4 | 3 | 12 | | 4 | 3 | 12 | 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 | 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. • 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 | • 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 | • As Brunel moves out of the transition phase into business as usual this risk will recede. | 2020/21 |
| B2 | Asset transition costs are greater than forecast. • 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 | • 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 | Failure of custodian leading to losses which results in a failure to reduce the deficit and potential adverse media interest. • Financial loss. | 4 | 2 | 8 | • 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 | Insufficient communication and engagement with the Pension Fund Stakeholders. • Non-compliance with legislation and/or best practice. • Inability to determine policy, make effective decisions and/or deliver service. • Reputation risk. | 3 | 3 | 9 | • A communications strategy is in place and was last reviewed and updated in November 2018. • 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 scheme members. • The annual report and accounts are published on the Peninsula Pensions website. | 3 | 2 | 6 | Mark Gayler / Dan Harris / Martyn Williams | | |

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| Accounting | | | | | | | | | | | |
| A1 | Failure to comply with pension fund accounting regulations. • Risk of the accounts being qualified by the auditors. | 3 | 3 | 9 | • 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 | The Pension Fund systems and data may not be secure and appropriately maintained. • Loss of sensitive data. • Reputation risk. • Financial loss arising from legal action. | 3 | 2 | 6 | • 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 | 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. • 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 | • 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 | • 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 | Failure of in-house treasury management practices leading to fraud, corruption or error. • Risk of financial loss & damage to reputation. | 3 | 3 | 9 | • 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 | | |

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| Governance Arrangements/Code of Practice | | | | | | | | | | | |
| 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 get data.• Monthly interfacing to reduce workload at year end• Statements to employers for 31/7/17 to allow time for distribution to staff prior to 31/8/17 | 2 | 3 | 6 | Mike Germon | Increase employer take up of monthly interfaces. Many leavers are not being notified until year end | 31.08.17 to have all pre April 2017 leavers processed within disclosure timescales |
| 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 | 2 | 3 | 6 | Charlotte Thompson / Shirley Cuthbert / Rachel Lamb | | |
| 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 | Charlotte Thompson / Shirley Cuthbert / Rachel Lamb | | |

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| 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. <ul style="list-style-type: none"> • Outstanding data queries are passed to Employer Liaison 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 | Charlotte Thompson / Shirley Cuthbert / Rachel Lamb | Full review of performance within PP being conducted to incorporate Employer performance and Admin strategies | Ongoing |
| 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 | Charlotte Thompson / Shirley Cuthbert / Rachel Lamb | | |

Communication

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| | | Impact | Likelihood | Combined Score | | Impact | Likelihood | Combined Score | | | |
| PP6 | Insufficient communication and engagement with LGPS scheme members/employers <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"> • The Peninsula Pensions website is kept up to date. • Meetings between PP managers and Communications team on a regular basis - 6 weekly for 17/18 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 | Natalie Taylor | | |

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 | | | |
| Pensioner Payroll/Finance | | | | | | | | | | | |
| PP7 | Pension benefits are not paid. <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 | Mike Germon | Online video training resource outlining key payroll processes | Dec 2017 - ongoing - commenced - also online Training Guide available on Altair 'Recommended Payroll Practice which includes: Controls & timetable |
| PP8 | Pension benefits continue to be paid to deceased pensioners. <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 | Mike Germon | <ul style="list-style-type: none">• Tell us once service is being rolled out to LGPS. Project dates to be confirmed | |
| PP9 | 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 | The risk is mitigated by: <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 | Charlotte Thompson / Shirley Cuthbert / Rachel Lamb | | |
| Data Protection | | | | | | | | | | | |
| PP10 | The Pension administration systems and data may not be secure and appropriately maintained. <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">• Controls in place by Heywoods and regular penetration testing by both Heywoods and PP / audit checks undertaken | 3 | 1 | 3 | Charlotte Thompson / Shirley Cuthbert / Rachel Lamb | Review under new Data protection legislation due May 2018 | Dec-2017 |

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 | | | |
| 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. | 3 | 1 | 3 | Charlotte Thompson / Shirley Cuthbert / Rachel Lamb | Review under new Data protection legislation due May 2018 | Dec-2017 |
| 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 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 | Mike Germon/ Natalie Taylor | Procedure manuals / training notes to be put in place in all areas | Mar-2018 |
| PP13 | Failure of scheme membership data and pension benefit calculation processes leading to fraud, corruption or error. <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 | Mike Germon/ Natalie Taylor | 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 30/4/17 - ongoing |
| PP14 | 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. <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 | Charlotte Thompson | Full review of performance within PP being conducted to incorporate Employer performance and Admin strategies | |

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 | | | |
| PP15 | Failure of in-house management practices leading to fraud, corruption or error. • 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 | Charlotte Thompson / Shirley Cuthbert / Rachel Lamb | | |
| PP16 | Failure of Shared Service leading to partner fund externalising pension administration •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 | Charlotte Thompson / Shirley Cuthbert / Rachel Lamb | Full review of performance within PP being conducted to incorporate Employer performance and Admin strategies | |
| IT/Systems | | | | | | | | | | | |
| PP17 | System failure. • 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 | Charlotte Thompson / Shirley Cuthbert / Rachel Lamb | | |
| PP18 | Cyber attack • 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 | Charlotte Thompson / Shirley Cuthbert / Rachel Lamb | | |

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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 | | | |
| PP19 | Member Self Service: Systems and data may not be secure and appropriately maintained. • 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 sourcesIt is a mandatory requirement for all DCC employees to undertake Data Protection training and to adhere to DCC's Data Protection PolicyRegular penetration testingSecure website (annual license renewal) | 3 | 1 | 3 | Mike Germon | | |