

Risk No	Risk Type	Risk Title	Risk Consequences	Risk Owner	Existing Control Measures	Current Score	Probability & Impact	Target Score	Probability & Impact	Risk Mitigation Action	Owner	Risk Change at Review	Last Review Date
G3	Governance	Breakdown of the control environment	Exposure to the risk of loss due to fraud or error Critical external audit reports leading to regulatory action	Senior Management Team	Documented internal controls Senior Management review of controls to provide assurance as part of the process for developing the Annual Governance Statement Effective Internal Audit service to provide assurance to management in relation to the control framework Ongoing replacement of aging systems which require manual controls with more modern systems which allow controls to be automated	12	P = M I = H	4	P = L I = L	Completion of system replacement and upgrade programmes Extension of management assurance process to Team Managers Adoption of Governance Assurance Framework suggested by Internal Audit	Senior Management Team		
G4	Governance	Weak or ineffective project management arrangements	Failure to deliver key projects included within the Corporate Strategy	Director	Some project management training delivered for Key staff. Limited project management support	16	P = H I = H	6	P = L I = M	Appoint to redefined role of Project / Programme Manager Provide all managers responsible for leading and delivering projects with a standard toolkit to follow to ensure consistent planning and delivery. Institute a more formal and documented process of reporting on the progress of projects	Director		
I1	Investment and Funding	Material changes to the value of investment assets and/or liabilities due to major market movements	Sharp and sudden movements in the overall funding level	Head of Investment Strateg	Investment Strategy focussed on relatively lower risk and less volatile investments. Element of inflation protection built into the asset allocation both through specific assets (such as index linked gilts) and proxies such as property and infrastructure	15	P = M I = VH	9	P = M I = M	Ability to implement protection strategies if market circumstances indicate they are appropriate	Head of Investment Strategy		
I2	Investment and Funding	Failure to mitigate the impact of climate change on the value of the Fund's investment assets and liabilities	Significant deterioration in the funding level	Director	Climate Change Policies and Net Zero Goals adopted by both the Authority and Border to Coast Asset allocation tilted to favour more climate positive investments Reporting in line with the requirements of TCFD and regular monitoring of the level of emissions from portfolios, with outline targets for reductions Work commenced to provide more comprehensive data on private market investments	20	P = H I = VH	12	P = H I = M	Review of Investment Strategy following the 2022 Valuation to integrate the achievement of Net Zero within the Strategic Asset Allocation. Clear targets for emission reduction to be set for all portfolios Additional engagement with Border to Coast to identify potentially climate positive investments	Director		

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13	Investment and Funding	Failure to manage the key risks identified in the Border to Coast Strategic Plan	Decline in investment performance Increased costs as a result of the need to move to more expensive products Potential changes in the risk and volatility levels within the portfolio	Director	Process of engagement between the Company and stakeholders to agree the Company's Strategic Plan and Budget containing appropriate mitigations Succession and contingency planning arrangements in place within the Company	12	P = M I = H	8	P = L I = M	Agreement of a programme of specific risk mitigations as part of the 2022 - 2025 Strategic Plan and Budget	Director		
14	Investment and Funding	Imbalance in cashflows	Inability to pay pensions without resorting to borrowing or "fire sale" liquidation of investments Potential negative impacts on individual pensioners	Head of Investment Strategy	Maintenance of "cash buffer" of liquidity sufficient to cover more than one monthly payroll Process for monitoring and forecasting cashflows	10	P = L I = VH	5	P = VL I = VH	Furhter improvements in cashflow forecasting Implementation of strategies to more regularly harvest income from investments	Head of Investment Strategy		
15	Investment and Funding	Affordability of contributions	Negative impact on employer financial viability Default on the making of contributions by employers	Director	Investment strategy focussed on less volatile investments Focus in the valuation process on delivering longer term stability in contribution rates Retention of elements of any surplus to manage the risks to contribution stability	9	P = M I = M	6	P = M I = L	Adjustments to balance of the investment strategy between growth and protection according to market circumstances	Director		

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01	Operational	Failure to maintain effective cyber defences	Significant disruption to the provision of services Loss / unauthorised release of key data	Corporate Mgr - ICT & Digital	Regularly updated firewalls and other protections Regular refresher training on cyber security for all staff with a requirement to achieve a minimum level of pass penetration testing Regular	16	P = H I = H	12	P = M I = H	Additional testing of disaster recovery arrangements	Corporate Mgr - ICT & Digital		
02	Operational	Impact of poor data quality on operational project delivery	Failure to deliver key projects such as McCloud rectification on time Provision of inaccurate information to members such as Annual Benefit Statements Inaccurate data impacting the valuation of liabilities during the triennial valuation	Head of Pensions Administration	Ongoing data improvement plan Projects Team put in place to resource specific exercises to address data improvement Implementation of front end validation of employer data submissions	12	P = M I = H	6	P = M I = L	Additional actuarial validation checks undertaken on an ongoing basis	Head of Pensions Administration		
03	Operational	Data Protection and GDPR	Unauthorised release of personal data Action by the Information Commissioner	Head of Pensions Administration	Review process built into processes involving the release of information Secure e mail facility used where personal information involved Mandatory staff training in relation to data protection issues repeated on a regular basis Regular internal audit work to review and test controls	12	P = M I = H	6	P = M I = L	Increase in the volume of member correspondence managed through the member portal	Head of Pensions Administration		

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O4	Operational	Regulatory Compliance	Enforcement action by relevant regulatory authorities	Senior Management Team	Reporting of compliance with relevant standards Ongoing process of awareness raising and training for staff in relation to operational matters such as TPR Scams requirements Basic assessment of compliance with TPR CoP 14 in place	12	P = M I = H	8	P = L I = H	More detailed assessment of compliance with emerging TPR Single Code and other regulatory requirements with associated action plan and enhanced regular reporting. Additional training for Authority and Pension Board Members to enable improved oversight.	Corp Mgr - Governance		
P1	People	Ability to recruit and retain an appropriately skilled and qualified workforce	High level of vacancies	Director	Pay and benefits package with emphasis on employee well being Career grade scheme in place for Pensions Officers	12	P = H I = M	6	P = M I = L	Review of pay and benefits package Introduction of additional personal development opportunities Introduction of a structured approach to succession planning	Director		