

Corporate Risk Register

Generated on: 07 November 2025

South Yorkshire Pensions Authority – Corporate Risk Register

The following report sets out the register of strategic level risks. The risk scores are shown on a matrix of impact and likelihood – this equates to scores as shown on this key:

| IMPACT | 5 Very High | 5 | 10 | 15 | 20 | 25 |
|--------|----------------|------------|-----|--------|------|-----------|
| | 4 High | 4 | 8 | 12 | 16 | 20 |
| | 3 Medium | 3 | 6 | 9 | 12 | 15 |
| | 2 Low | 2 | 4 | 6 | 8 | 10 |
| | 1 Very Low | 1 | 2 | 3 | 4 | 5 |
| | | | 1 | 2 | 3 | 4 |
| | | Very Low | Low | Medium | High | Very High |
| | | LIKELIHOOD | | | | |

Next to each current risk score and matrix in the table, an icon is included to show the trend in the score since the previous review.



Indicates no change in score from the previous review.




































Indicates the risk score has reduced since the previous review.

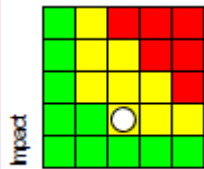
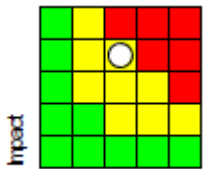



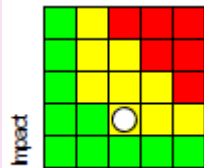
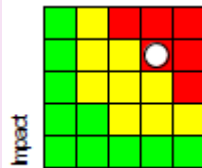

Indicates the risk score has increased since the previous review.

The results of the latest review resulted in one risk having its current score increased and four risks having their current score decreased. One new risk has been added to the register, ORG-009 Major ICT Failure.

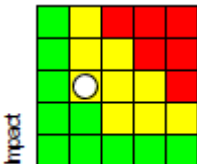
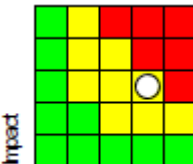

This table provides a high-level summary of the risks on the register that follows:

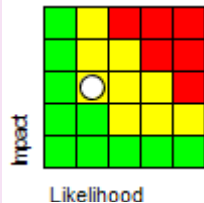

| Risk Ref | Risk | Previous Score | Score | Risk Rating | Trend |
|-----------|---|----------------|-------|---|---|
| ADM - 001 | Poor data quality | 12 | 12 |  |  |
| ADM - 002 | Backlogs in work flows | 16 | 16 |  |  |
| ADM - 003 | McCloud Rectification | 16 | 16 |  |  |
| GOV - 001 | Local Pension Board and Authority Members Knowledge and Understanding | 12 | 12 |  |  |
| GOV - 003 | Delivery of Key Objectives in Corporate Strategy | 8 | 8 |  |  |
| GOV - 004 | Failure to apply data protection requirements. | 12 | 12 |  |  |
| IAF - 001 | Material changes to the value of investment assets and/or liabilities | 12 | 16 |  |  |
| IAF - 002 | Failure to mitigate the impact of climate change | 20 | 20 |  |  |
| IAF - 003 | Border to Coast Strategic Plan | 12 | 9 |  |  |
| IAF - 004 | Imbalance in cashflows | 15 | 15 |  |  |
| IAF - 005 | Employer contributions become unaffordable | 12 | 9 |  |  |
| IAF - 010 | The Pensions Review | 12 | 9 |  |  |
| ORG - 002 | Cyber security attack | 16 | 16 |  |  |
| ORG - 004 | Failure of the Authority to comply with relevant Regulations | 12 | 12 |  |  |
| ORG - 009 | Major ICT Failure | New Risk | 12 |  | |
| PEO - 002 | High level of vacancies within the organisation | 9 | 9 |  |  |
| PEO - 003 | Single person risk in specialist knowledge roles | 12 | 9 |  |  |

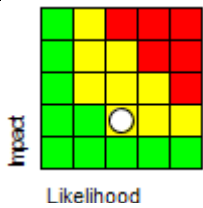
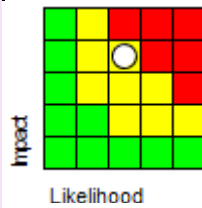

| | | | |
|--|--|---|--|
| Risk: ADM - 001 Poor data quality | | Risk Owner: Assistant Director – Pensions | |
| | | Last Review: 30-Oct-2025 | |
| Risk effect: Reputational Impact Regulatory and financial penalties Failure to deliver key projects such as McCloud rectification on time Provision of inaccurate information and payment of benefits to members Inaccurate data impacting the valuation of liabilities during the triennial valuation. Increased delays to backlogs contributing to further increases | | | |
| Existing Preventative Measures Ongoing development of data improvement plan. Dedicated Programmes and Performance Team Use of DART to run daily validations (200) Projects Team resource to target highlighted issues - bulk data corrections. Use of Hymans data cleansing tool as part of valuation process. Targeted overtime with focus on priority casework | | Existing Mitigation Measures Implementation of front end validation of employer data submissions. Use of DART to run daily validations (200 per day) New system testing, releases and updates Dedicated systems team in place Issues and errors reported to System Providers Checking process in existing systems. Targeted staff overtime worked Capacity exercise outcomes have been implemented and a dedicated team resourced | |
| Linked Actions Further preventative measures to be assessed to address route cause In house system improvements and efficiencies Robust contract management Targeted staff training | | | |
| Target matrix and score:  Likelihood | | Current matrix and score:  Likelihood | |
| | | Trend:  | |
| Target score: 6 | | Current Score = 12 | |
| Commentary from latest review: | | Data Quality Strategy authorised and in place. Data improvement plan in place for Valuation 2025. Early feedback received from actuary that the data has improved. Internal feedback from ABS exercise again shows that data has improved. Data corrections for annual exercises have been undertaken and are now captured on the Monitoring and Reviewing activity document. Dashboards to be developed to understand and monitor our data quality in real time. The impact of the introduction of the policy and monitoring cannot yet be assessed so there is no justification to reduce the score at present. | |

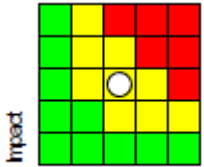
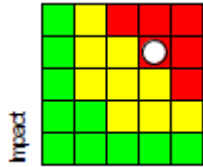

| | | | |
|--|---|--|---|
| Risk: ADM - 002 Backlogs in work flows | | Risk Owner: Assistant Director – Pensions | |
| | | Last Review: 30-Oct-2025 | |
| Risk effect: Declines in the overall level of service performance. Regulatory penalties Reputational Damage | | | |
| Existing Preventative Measures Capacity planning exercise has been undertaken. An action plan considering a range of specific actions to address aspects of problems identified has been developed and is being worked through. | | Existing Mitigation Measures Improved processes and staff training Targeted overtime to focused areas Changes to work tray allocations Outcomes of Capacity Planning implemented - Dashboard in place for teams to enable close monitoring of workloads in against workloads completed. Pre live launch testing processes in place. | |
| | | Linked Actions Continuation of implementation of the action plan (particularly the automation of certain bulk processes) will provide some mitigation in the interim Review of processes and policies | |
| Target matrix and score: |  Likelihood | Target score: 6 | |
| Current matrix and score: |  Likelihood | Current Score = 16 | Trend:  |
| Commentary from latest review: | | The overarching action plan that was approved in February 2024 is being monitored monthly. SMT are passed updates on progress which are discussed at regular meetings. As the initial budget for overtime had been spent the rate of clearing the backlog cases had slowed. The Service Manager Benefits set up a Taskforce team (each benefit team rotates monthly) to work solely on this area. This latest action did not increase clearing of the backlog more quickly, so overtime was reintroduced from October 2025. The backlog will not be cleared by 31 December 2025, the target date is to be revised to 31 March 2026. There is no reason to adjust the risk score at present. | |

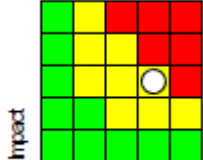
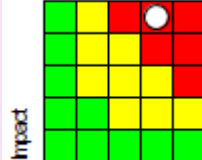
| | | | |
|--|--|---|---|
| Risk: ADM - 003 McCloud Rectification | | Risk Owner: Assistant Director – Pensions | |
| | | Last Review: 30-Oct-2025 | |
| Risk effect: Timescales to rectify members benefits not met. TPR fines and reputational damage. | | | |
| Existing Preventative Measures | | Existing Mitigation Measures | Linked Actions |
| | | SYPA and other Provider Clients working together to collectively drive the Provider to deliver the developments required to adhere to national guidance | McCloud - Rectification Plan to be implemented and team training put in place |
| <div><div>Target matrix and score:</div><div><div><div>Impact</div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div><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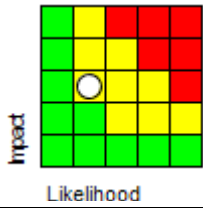
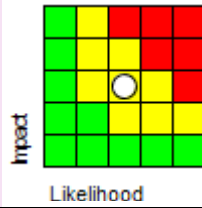

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| Risk: GOV - 001 Local Pension Board and Authority Members Knowledge and Understanding | | Risk Owner: Head of Governance and Corporate Services | |
| | | Last Review: 05-Nov-2025 | |
| Risk effect: Poorly informed decision making Regulatory / legislative non-compliance Insufficient questioning and challenge of officers. | | | |
| Existing Preventative Measures Annual effectiveness review and action plan Identify changes to legislation and key regulatory requirements that require enhanced knowledge and skills development Continuation of collaborative engagement of Independent Advisors, Internal Auditors and Officers | | Existing Mitigation Measures Member Learning and Development Strategy and associated mandatory training requirements in place. | Linked Actions Continuous review of the pensions landscape for legislative and regulatory change |
| <div><div>Target matrix and score:</div><div><div>Impact</div><div>Likelihood</div></div><div>Target score: 6</div></div> | | <div><div>Current matrix and score:</div><div><div>Impact</div><div>Likelihood</div></div><div>Current Score = 12</div><div>Trend: </div></div> | |
| Commentary from latest review: | | Further turnover in membership during Q2 means there is no justification to reduce the score at this stage. All new members continue to receive support with their training and induction. | |

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| Risk: | | GOV - 003 Delivery of Key Objectives in Corporate Strategy | | Risk Owner: Head of Finance and Performance | |
| | | | | Last Review: 22-Oct-2025 | |
| Risk effect: | | We will not deliver the service to our scheme members set out in our mission statement. | | | |
| Existing Preventative Measures | | Existing Mitigation Measures | | Linked Actions | |
| | | | | Performance Framework - Further implement and embed the Framework | |
| | | | | Programme Management Framework - Further implement and embed the Framework | |
| Target matrix and score: |  | Current matrix and score: | | | |
| | | | | | |
| | | | | Trend:  | |
| | | | | Current Score = 8 | |
| Commentary from latest review: | | Score remains unchanged at present due to ongoing resourcing challenges; however positive steps are being taken will lead to a reduction in the risk score in due course. | | | |
| | | The Project Management Methodology used to support our Corporate Strategy meeting our Objectives has been progressed through communications on new guidance and minor changes to processes, further embedding the process. | | | |
| | | The supplementary performance management framework piece of work is ongoing. Further dashboards are being developed across the Authority following additional staffing resource being introduced to the team. A performance framework tracker is being designed to give clear visibility around which measures have been developed into dashboards and which are still ongoing. | | | |

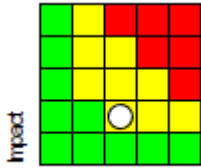
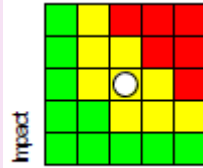

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| Risk: GOV - 004 Failure to apply data protection requirements | | Risk Owner: Head of Governance and Corporate Services | |
| | | Last Review: 05-Nov-2025 | |
| Risk effect: Financial or Regulatory penalties. Reputational damage to the organisation. Inability to deliver the service. | | | |
| Existing Preventative Measures Data breach process followed to identify areas for improvement. Close liaison with DPO. Reporting to ICO and implementing any recommendations. Implementation of data recovery plan. | | Existing Mitigation Measures Access to expertise through BMBC Corporate Assurance Team and DPO. ICT control measures. Data protection policies, procedures and training in place. Phase 1 of information governance action plan fully completed. Data Protection Policies implemented and embedded. All mandatory staff training completed including team sessions to raise awareness of new processes. | Linked Actions Information Governance Action Plan Phase 2 |
| Target matrix and score: |  Likelihood | Target score:6 | Current matrix and score:  Likelihood |
| Commentary from latest review: | | Trend:  Current Score = 12 | |
| Work on Phase 2 of the Information Governance action plan continues to progress. All internal teams have now completed their input to the Master Information Asset Register before our November 2025 deadline. This will inform further parts of Phase 2 including data retention policy and procedures. The work will continue over several months and therefore this risk score will not be reduced until complete. | | | |


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| Risk: IAF - 001 Material changes to the value of investment assets and/or liabilities | | Risk Owner: Assistant Director – Investment Strategy | |
| Risk effect: Sharp and sudden movements in the overall funding level | | Last Review: 07-Nov-2025 | |
| Existing Preventative Measures Having a diversified 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 | | Existing Mitigation Measures | Linked Actions Ability to implement protection strategies if market circumstances indicate they are appropriate. |
| Target matrix and score: |  <p>Likelihood</p> <p>Target score: 9</p> | Current matrix and score: |  <p>Likelihood</p> <p>Current Score = 16</p> <p>Trend: </p> |
| Commentary from latest review: | | <p>High geopolitical uncertainty remains.</p> <p>Gathering consensus that the Artificial Intelligence market gains, which represent a large part of global equity markets, have driven the creation of a bubble that could soon pop. This could lead to material volatility and potentially large losses in value. As a result of this, the risk score has been increased to reflect higher likelihood and impact.</p> | |

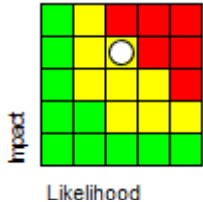
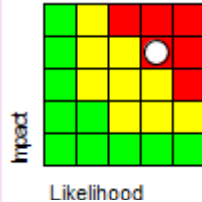

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| Risk: IAF - 002 Failure to mitigate the impact of climate change | | Risk Owner: Director | |
| | | Last Review: 21-Oct-2025 | |
| Risk effect: Significant deterioration in the funding level | | | |
| Existing Preventative Measures | | Existing Mitigation Measures | |
| 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. Review of Investment Strategy following the 2022 Valuation to integrate the achievement of Net Zero within the Strategic Asset Allocation. Reporting in line with the requirements of TCFD and regular monitoring of the level of emissions from portfolios, with outline targets for reductions. | | Climate Change Policies and Net Zero Goals adopted by both the Authority and Border to Coast | |
| | | Linked Actions | |
| | | Additional engagement with Border to Coast to identify potentially climate positive investments. | |
| | | Analysis of end of year climate data to gain a detailed understanding of the current emissions trajectory. | |
| | | Clear targets for emission reduction to be set for remaining portfolios. | |
| Target matrix and score:  Likelihood Target score: 12 | | Current matrix and score:  Likelihood Current Score = 20 | |
| Commentary from latest review: | | Work being carried out as part of the investment strategy review will give a clearer view on the actual trajectory of emissions. However, it is clear that it is unlikely that the current Net Zero goal will be achievable. Therefore, some degree of reassessment of both the goal and the way in which this risk is formulated will be necessary, to ensure the Authority's actions are able to have an impact. | |

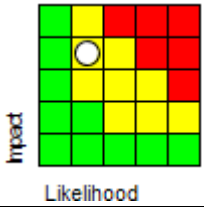
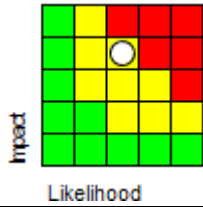

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| Risk: IAF - 003 Border to Coast Strategic Plan | | Risk Owner: Director | |
| | | Last Review: 21-Oct-2025 | |
| Risk effect: Decline in investment performance. Increased costs as a result of the need to move to more expensive products. Potential changes in the risk and volatility levels within the portfolio | | | |
| Existing Preventative Measures Programme of specific risk mitigations agreed as part of the 2022 - 2025 Strategic Plan and Budget | | Existing Mitigation Measures 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 Ongoing monitoring of Programme of specific risk mitigations set out in 2022 - 2025 strategic plan | |
| Linked Actions | | | |
| Target matrix and score:  Likelihood Target score: 6 | | Current matrix and score:  Likelihood Current Score = 9 Trend:  | |
| Commentary from latest review: | | The agreement of all involved to bring 7 new partners into the Border to Coast partnership represents a key step in mitigating the largest risk facing achievement of the 2030 Strategy. While there is still much work to do, and in particular new services such as advisory to develop, these are broadly lower risk activities and SYPA is in a much better position to help shape them, than the process of bringing in new partners. | |

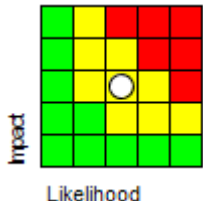
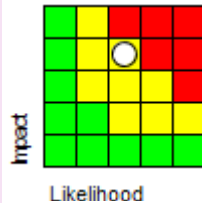
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| Risk: IAF - 004 Imbalance in cashflows | | Risk Owner: Assistant Director – Investment Strategy | |
| | | Last Review: 07-Nov-2025 | |
| Risk effect: Inability to pay pensions without resorting to borrowing or "fire sale" liquidation of investments. Potential negative impacts on individual pensioners. | | | |
| Existing Preventative Measures Process for monitoring and forecasting cashflows | | Existing Mitigation Measures Maintenance of "cash buffer" of liquidity sufficient to cover more than one monthly payroll. | |
| | | Linked Actions Further improvements in cashflow forecasting Implementation of strategies to more regularly harvest income from investments | |
| Target matrix and score: <div><div>Impact</div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div></div><div>Likelihood</div><div>Target score: 5</div></div> | | Current matrix and score: <div><div>Impact</div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div></div><div>Likelihood</div><div>Trend: <div></div></div><div>Current Score = 15</div></div> | |
| Commentary from latest review: | | The Investment Strategy Review is in its early stages. Looking at net cashflow position (including any income from assets too) will be one of the key elements we investigate as we progress. The elevated rating will remain until we have further clarity. Note: we have been aware of the expected reduction in contributions arising from the valuation results for some months now, this resulted in an updated risk rating back in July 2025. | |

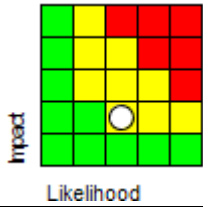
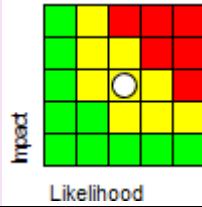

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| Risk: IAF - 005 Employer contributions become unaffordable | | Risk Owner: Assistant Director – Pensions | |
| | | Last Review: 30-Oct-2025 | |
| Risk effect: Increased contribution rates to the extent that they become unaffordable. Default on the making of contributions by employers | | | |
| Existing Preventative Measures | | Existing Mitigation Measures | |
| Phasing of increases and stabilisation mechanism in the valuation Negotiated exit depending on the type of employer 2. Ability to undertake contribution reviews | | Investment strategy that is focused on long term returns and reduced volatility Reviews of employer covenant and ongoing monitoring of funding levels | |
| | | Linked Actions | |
| | | More systematic review of employer covenants | |
| | | More systematic use of the funding monitoring tools that the actuary gives us access to | |
| | | | |
| Target matrix and score:  Likelihood | | Current matrix and score:  Likelihood | |
| | | Target score: 6 | |
| | | Current Score = 9 | |
| | | Trend:  | |
| Commentary from latest review: | | This risk concerns the fact that the overall financial environment for public services can mean that some employers will find contributions affordability an issue. Covenants are monitored. Work is progressing towards the end on the 2025 Valuation with all employers having received their contributions rates for the period from 01/04/2026 to 31/03/2029, with all rates seeing a reduction of varying amounts. The Fund is 142% funded with a proportion of the surplus being returned through the reductions to contribution rates. The funding position and reduction in contributions rates means there is a reduced likelihood of rates becoming unaffordable over the next 3 years, therefore the risk rating has reduced to a 9. | |

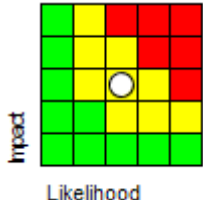
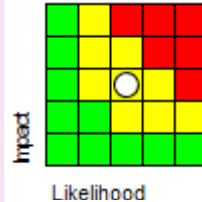

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| Risk: IAF - 010 The Pensions Review | | Risk Owner: Director | |
| | | Last Review: 21-Oct-2025 | |
| Risk effect: Destabilisation of the B2C pensions partnership. Inability to deliver the investment strategy. Regulatory action against the Authority if we fail to meet the Governance standard | | | |
| Existing Preventative Measures The existing strong partnership through B2C. Strong governance arrangements as evidenced in the Independent Governance Review . | | Existing Mitigation Measures | |
| | | Linked Actions Ensure that steps are taken to address requirements as far as possible in advance of regulation Influence Final Guidance and Regulation | |
| | | | |
| <div><div>Target matrix and score:</div><div><div>Impact</div><div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div></div><div>Likelihood</div></div><div>Target score: 9</div></div></div></div> | | <div><div>Current matrix and score:</div><div><div>Impact</div><div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div></div><div>Likelihood</div></div><div>Current Score = 9</div><div>Trend: </div></div></div></div> | |
| Commentary from latest review: | | The planning work done to date indicates a measured approach to the transition of new partner assets, which allows other developments to continue broadly as planned, allowing some reduction in the assessed impact of this risk. | |

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| Risk: ORG - 002 Cyber security attack | | Risk Owner: Head of ICT | | | |
| | | Last Review: 30-Oct-2025 | | | |
| Risk effect: Significant disruption to the provision of services. Loss / unauthorised release of key data. Reputational damage and financial penalties | | | | | |
| Existing Preventative Measures | | Existing Mitigation Measures | Linked Actions | | |
| Effective ICT business continuity plan in place. Incident response retainer with specialist security provider Cyber Security Incident Management Policy in place. Further enhancement of Cyber Security defences | | Internal facing Cyber Security Strategy now in place. Regularly updated policies, software and hardware e.g. firewalls etc. to ensure multi layer cyber security defences. Regular penetration testing. Cyber Security Essentials Plus Certification Regular refresher training on cyber security for all staff with a requirement to achieve a minimum level of pass. Policies and Codes of Practice in place Targeted threat protections Regular internal and external audits | Implementation of Internal Facing Cyber Security Strategy | | |
| Target matrix and score: |  | Target score: 12 | Current matrix and score: |  | Trend:  |
| | Likelihood | | | Likelihood | Current Score = 16 |
| Commentary from latest review: | | Several significant improvements to our cyber security defences continue to be explored/implemented, as detailed in the new SYPA Cyber Security Strategy. At this stage there is no justification to reduce the risk score. | | | |

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| Risk: ORG - 004 Failure of the Authority to comply with relevant Regulations | | Risk Owner: Head of Governance and Corporate Services | |
| Risk effect: Enforcement action by relevant regulatory authorities | | Last Review: 05-Nov-2025 | |
| Existing Preventative Measures | | Existing Mitigation Measures | |
| Regular reviews of key policies and processes | | Service areas are aware of key points of reference for relevant regulations | |
| Ongoing process of awareness raising and training for staff in relation to operational matters | | Reporting of compliance within relevant standards. | |
| Oversight of key updates and awareness of milestone approvals | | Assessment of compliance with TPR General code is in place. | |
| Linked Actions | | Delivery of additional Data Protection training in roles and responsibilities for all staff, middle managers, and SMT | |
| | | Implement and embed the Information Governance action plan in collaboration with Internal Audit at each stage of review | |
| | | More detailed assessment of compliance with emerging regulatory requirements. TPR General Code with associated action plan and enhanced regular reporting | |
| | | | |
| Target matrix and score:  Likelihood Target score: 8 | | Current matrix and score:  Likelihood Current Score = 12 | |
| Commentary from latest review: | | Trend:  Whilst progress is being made, in line with the last update there are still some outstanding items that are targeted for completion by Dec 2025. No justification for change at this stage. | |

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| Risk: ORG - 009 Major ICT Failure – NEW RISK | | Risk Owner: Head of ICT | |
| | | Last Review: 07-Nov-2025 | |
| Risk effect: Disruption to operations resulting in loss of data/data corruption, support arrangements with an increased chance of breaches. Potential reputational damage and financial implications. | | | |
| Existing Preventative Measures | | Existing Mitigation Measures | Linked Actions |
| Managed Detection & Response (MDR) Service E-Backup & Recovery Service Business Continuity Plan Maintenance and support contracts Uninterruptible Power Supply (UPS) High availability and hardware redundancy | | | Develop a Cyber Security Strategy (third party assurance reports) |
| Target matrix and score: |  <p>Target score: 9</p> | Current matrix and score: |  <p>Trend: New Risk</p> <p>Current Score = 12</p> |
| Commentary from latest review: | | As part of the scheduled review process, the risk of Major ICT Failure has been escalated from the ICT Operational Risk Register to the Corporate Risk Register due to the potentially high impacts across the whole of the Authority's operations. Strengthening existing mitigations and preventative measures will continue, in addition to specific actions that have been identified in the new Cyber Security Strategy. | |

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| Risk: PEO - 002 High level of vacancies within the organisation | | Risk Owner: Director Designate | |
| | | Last Review: 05-Nov-2025 | |
| Risk effect: Inability to deliver the service Negative impact on staff wellbeing Poor staff retention resulting in loss of specialist knowledge | | | |
| Existing Preventative Measures Capacity planning to identify additional resources. Regular one to ones, review of workload and work life balance. Promotion of wellbeing initiatives. Provision of Counselling, Occupational Health and Employee Assistance Programme. Investment in training and development. Market supplements to secure specialist roles. Develop action plan following 2023 employee survey | | Existing Mitigation Measures Career grade scheme in place to develop in house specialists. Targeted advertising including using social media Introduction of hybrid working and existing flexi scheme. Increase in staffing following capacity planning outcomes. | |
| Linked Actions Develop talent attraction via Employee Value Proposition | | | |
| Target matrix and score:  Likelihood | | Current matrix and score:  Likelihood | |
| | | Trend:  | |
| Target score: 6 | | Current Score = 9 | |
| Commentary from latest review: | | There is again no change to the assessment at this review. Work on the linked actions - including the delivery of the People Strategy is continuing and we will be providing a progress update on this as part of the Corporate Planning Framework review to be presented to the Authority in February 2026. | |

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| Risk: PEO - 003 Single person risk in specialist knowledge roles | | Risk Owner: Director Designate | |
| | | Last Review: 05-Nov-2025 | |
| Risk effect: Failure to deliver service and reduced service quality. Reputational damage. Impact on staff morale and wellbeing. | | | |
| Existing Preventative Measures Organisational Resilience Plan. Lessons learned to identify single points of failure. Ability to call on external third party support. Regular one to ones, review of workload and work life balance. Promotion of wellbeing initiatives. Provision of Counselling, Occupational Health and Employee Assistance Programme. Arrangements for third party support are in place where appropriate | | Existing Mitigation Measures Revised pay and benefits package Range of policies for supporting wellbeing Documented procedures and work instructions Learning and development plans and knowledge transfer | Linked Actions Knowledge Transfer Succession Planning |
| Target matrix and score: |  <p>Target score: 9</p> | Current matrix and score: |  <p>Trend: </p> <p>Current Score = 9</p> |
| Commentary from latest review: | | Impact score has been reduced from high (4) to medium (3) based on the work now completed on the business continuity plan, which includes identified mitigations for single person risk in the event of a business continuity incident. Work will continue regarding wider mitigations through the planned project on creating a workforce plan during 2026. Whilst this score is at target it will remain on the risk register and outstanding actions monitored. | |