

GWYNEDD PENSION FUND

RISK REGISTER: Version 5 – March 2021

| Risk Assessment Matrix | | | | | |
|------------------------|--------|----|----|----|----|
| Likelihood | 5 | 10 | 15 | 20 | 25 |
| | 4 | 8 | 12 | 16 | 20 |
| | 3 | 6 | 9 | 12 | 15 |
| | 2 | 4 | 6 | 8 | 10 |
| | 1 | 2 | 3 | 4 | 5 |
| | Impact | | | | |

| Assessment of Impact | | | | |
|----------------------|--------------|--------------|---|---|
| | | Financial | Reputation | Stakeholder/Customer |
| 1 | Negligible | < £35k | Minimal and transient loss of public trust. | Minimal impact on stakeholders or customers. |
| 2 | Minor | £35k - £300m | Slight loss of trust with no lasting impact. Little adverse publicity. | Minor impact on stakeholders or customers and customer dissatisfaction. Limited service disruption. |
| 3 | Moderate | £300m - £3m | Moderate loss of trust that receives significant adverse publicity locally with no lasting impact. | No lasting impact. Moderate disruption to stakeholders, moderate impact on customers and customer dissatisfaction. Moderate service disruption. |
| 4 | Major | £3m - £30m | Significant loss of trust and receives local media attention with potential for lasting impact. | Significant service disruption and opposition from stakeholders and/or customers. Threat of legal action. |
| 5 | Catastrophic | > £30m | Significant loss of trust and receives national media attention with potential for persisting impact. | Major service disruption and significant opposition from stakeholders and/or customers. Legal action. Long term public memory. |

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

| Risk No. | Description of Risk and Potential Impact | Inherent Risk | | | Mitigating Controls | Current Risk | | | Risk Owner | Additional Plan | Time scale |
|----------------------|--|---------------|------------|----------------|--|--------------|------------|----------------|--|-----------------|------------|
| | | Impact | Likelihood | Combined Score | | Impact | Likelihood | Combined Score | | | |
| 1. Governance | | | | | | | | | | | |
| 1.1 | <p>The Administering Authority does not have appropriate governance arrangements including the requirement for a Pension Board resulting in:</p> <ul style="list-style-type: none"> - Non-compliance with legislation or best practice - Inability to determine policy, make effective | 4 | 3 | 12 | <p>Gwynedd Pension Fund (GPF) has a Governance Policy Statement and a Governance Compliance Statement as required by the LGPS Regulations 2008.</p> <p>Both statements are reviewed and updated when required. Scheme employers are consulted when changes are proposed to ensure the policy is still appropriate.</p> | 3 | 1 | 3 | <p>Head of Finance</p> <p>Investment Manager</p> | | |

| | | | | | | | | | | | |
|-----|--|---|---|----|---|---|---|---|--|---|--|
| | <p>decisions and deliver services.</p> <p>- Risk to reputation</p> | | | | <p>The Statement is available on the Gwynedd Pensions website: www.gwynedd.gov.uk</p> <p>GPF has a Pensions Committee to discharge the Council's duties as Administering Authority of the Pension Fund.</p> <p>Gwynedd Pension Board has been established as required by the Public Service Pension Act 2013.</p> <p>Support and training are being provided to ensure that the members of the board have the knowledge and skills to undertake their role.</p> | | | | | | |
| 1.2 | Conflict of Interests affect, or are seen to affect decision making | 2 | 2 | 4 | <p>Committee and Board members are aware of the legal responsibilities</p> <p>All members of the Pension Board declare any possible conflicts and conflicts at the beginning of each meeting.</p> | 1 | 2 | 2 | <p>Pension Committee</p> <p>Chairman of the Pension Board</p> <p>Head of Finance</p> | | |
| 1.3 | The Pensions Committee and the Pension Board are unable to fulfil their responsibilities effectively resulting in: | 4 | 3 | 12 | <p>The Committee has adopted the CIPFA Code of Practice on Knowledge and Skills and regular training is provided to ensure that</p> | 3 | 2 | 6 | <p>Investment Manager</p> | <p>The new members of the Committee and the Board have received basic training.</p> | |

| | | | | | | | | | | | |
|-----------------------------------|---|---|---|----|--|---|---|---|--|---|--|
| | <ul style="list-style-type: none"> - Non-compliance with legislation or best practice - Inability to determine policy, make decisions and / or deliver service. - Risk to reputations. | | | | <p>members have the level of understanding required.</p> <p>A training and induction programme is available for new Committee and Board members.</p> <p>The Fund subscribes to relevant bodies (i.e. CIPFA and LAPFF) and sends representatives to major conferences.</p> <p>Committee and Board members are made aware of and adhere to the Governance Compliance Statement and are encouraged to identify training requirements.</p> | | | | | <p>Relevant training is offered to Committee members and board members.</p> | |
| 2. Funding and Investments | | | | | | | | | | | |
| 2.1 | <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> <p>Poor Fund performance</p> <p>Financial loss</p> <p>Increased employer contributions</p> | 5 | 3 | 15 | <p>GPF Investment Strategy is set in accordance with LGPS investment regulations.</p> <p>The Investment Strategy takes the Fund's liabilities into account.</p> <p>The Investment Strategy is approved and reviewed by the Pensions Committee.</p> <p>GPF uses an external investment advisor who provides specialist guidance to the Investment Panel</p> | 2 | 2 | 4 | <p>Head of Finance</p> <p>Investment Manager</p> | | |

| | | | | | | | | | | | |
|-----|---|---|---|----|---|---|---|---|--------------------|---|--|
| | | | | | and Pensions Committee regarding the Investment Strategy. Members and Officers are encouraged to challenge advice and guidance received. | | | | | | |
| 2.2 | <p>The Pension Fund has insufficient assets to meet its long term liabilities.</p> <p>The Pension Fund's investment strategy fails to produce the required returns.</p> <p>Performance is damaged by:</p> <ul style="list-style-type: none"> • Fund Managers failure to produce the required returns. • Fund managers damage performance by failing to make organisational changes or manager departures. <p>Resulting in</p> <ul style="list-style-type: none"> • Financial loss • Insufficient funds available to meet future obligations | 5 | 3 | 15 | <p>Triennial actuarial valuations provide periodic indications of the growth in assets against liabilities. Employer contribution rates are set in response to this.</p> <p>The 2019 actuarial valuation includes provision for the fund to achieve full funding over 17 years. The 31 March 2019 valuation showed that there was 108% provision for the Gwynedd Fund.</p> <p>GPF investments are diversified across a range of different types of assets to minimise the impact of losses in individual markets.</p> <p>Fund-specific benchmarks and targets are set.</p> <p>Fund assets are kept under regular review as part of the Fund's performance management process.</p> <p>Fund managers are thoroughly vetted prior to appointment and performance is reviewed regularly</p> | 2 | 2 | 4 | Investment Manager | <p>Although the fund was 108% funded as at 31 March 2019 the fund still uses prudent assumptions for the valuation.</p> | |

| | | | | | | | | | | | |
|-----|--|---|---|----|--|---|---|---|--------------------|--|--|
| | | | | 15 | <p>against the benchmark and performance objectives by the Investment Panel.</p> <p>Appropriate action may be taken if a Fund Manager is underperforming.</p> <p>The depth of expertise in the fund manager's team will be assessed as part of the appointment process.</p> <p>Performance targets are agreed by the Pensions Committee and are based upon recommendations for the external advisor.</p> <p>The Pensions 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 or manager departures.</p> | | | 4 | | | |
| 2.3 | <p>The fund is exposed to unnecessary risks and avoidable costs due to poorly structured investment arrangements resulting in:</p> <p>Financial loss</p> | 5 | 3 | 15 | <p>The Fund aims to ensure best value and to minimise exposure to risk as follows:</p> <p>The Fund's investments are diversified across a range of different types of assets to minimise the impact of losses in individual markets.</p> | 2 | 2 | 4 | Investment Manager | | |

| | | | | | | | | | | |
|-----|--|---|---|----|---|---|---|---|--------------------|--|
| | | | | 12 | <p>Investment managers provide invoices for fees and disclosure of fees within funds.</p> <p>Specialist services such as transitions or currency transfers are considered where appropriate in order to reduce costs.</p> <p>Banking and custodian arrangements are reviewed and retendered as appropriate.</p> | | | 6 | | |
| 2.4 | <p>Collapse of a fund manager or negligence, fraud or wilful default committed by a fund manager resulting in:</p> <p>Financial loss</p> | 4 | 3 | 12 | <p>The Fund considers the financial stability of managers during the appointment process and the situation is kept under review.</p> <p>GPF uses a global custodian service to ensure that investment of assets is segregated from custody of assets.</p> <p>Legal requirements for fund managers are set out in their management agreements.</p> <p>Fund managers are required to be fully compliant with Financial Conduct Authority (FCA), the Pensions Regulator (TPR) and other regulatory requirements.</p> | 2 | 3 | 6 | Investment Manager | |

| | | | | | | | | | | |
|-----|--|---|---|----|---|---|---|---|--------------------|--|
| | | | | | The Fund's custodian can deal provide a transition service if a fund manager is being wound up. | | | | | |
| 2.5 | <p>Market risk - Market crash leading to failure to reduce the deficit resulting in:</p> <p>Financial loss</p> <p>Increased employer contribution costs.</p> | 5 | 4 | 15 | <p>The Fund is diversified across a range of asset classes to mitigate the impact of poor performance in an individual market segment.</p> <p>Investment performance and monitoring arrangements exist which provide the investment officers with the flexibility to rebalance the portfolio in a timely manner.</p> <p>The long term nature of the liabilities provides some mitigation, in that markets fluctuate down and up which significantly reduces the impact.</p> | 3 | 3 | 9 | Investment Manager | |
| 2.6 | Liquidity risk - insufficient funds to meet liabilities as they fall due. | 4 | 3 | 12 | <p>Management prepares periodic cash flow forecasts to understand and manage the timing of the Fund's cash flows.</p> <p>The appropriate strategic level of cash balances to be held forms part of the Fund investment strategy.</p> | 4 | 2 | 8 | Investment Manager | |
| 2.7 | Interest rate risk- Arises from the risk that the fair | 4 | 3 | 12 | The Fund's interest rate risk is routinely monitored in accordance | 4 | 2 | 8 | Investment Manager | |

| | | | | | | | | | | | |
|-----|--|---|---|----|---|---|---|---|--------------------|--|------|
| | value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates | | | | with the Fund's risk management strategy, including monitoring the exposure to interest rates and assessment of actual interest rates against the relevant benchmarks. | | | | | | |
| 2.8 | <p>Currency risk- the fair value of future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates which could result in:</p> <p>Funding level decreases.</p> <p>Increase in employers' costs as employer contribution rates would need to be raised.</p> | 4 | 3 | 12 | Establish & review strategic asset allocation (within regions). | 4 | 2 | 8 | Investment Manager | | |
| 2.9 | <p>The Fund fails to adequately account for climate change, climate risk and environmental, social and governance (ESG) factors that can lead to:</p> <p>Financial loss to assets within the fund</p> | 4 | 3 | 12 | <p>Establish and develop a suitable climate risk policy</p> <p>Regularly engage and challenge managers on how they account for risk / climate change and ESG factors.</p> | 4 | 2 | 8 | Investment Manager | Produce a suitable climate risk policy | 2021 |

| | | | | | | | | | | | |
|------|--|---|---|----|---|---|---|---|--------------------|--|--|
| | Reputation risk to Pension Fund | | | | | | | | | | |
| 2.10 | <p>Pay and price inflation are significantly more than anticipated leading to:</p> <p>An increase in liabilities which is higher than the previous actuarial valuation estimate.</p> | 3 | 3 | 9 | <p>The focus of the actuarial valuation process is on real returns on assets, net of price and pay increases.</p> <p>Employers pay for their own salary awards.</p> <p>The Fund has committed to investments in infrastructure funds which helps to mitigate this risk.</p> | 2 | 3 | 6 | Investment Manager | | |
| 2.11 | <p>Increase in number of early retirements due to public service cuts and/or ill health leading to pension liabilities increasing</p> <p>An increase in liabilities which exceeds the previous valuation estimate.</p> | 3 | 5 | 10 | <p>Employers are charged the extra capital cost of non-ill health retirements following each individual decision.</p> <p>Employer ill health retirement is monitored.</p> <p>Small employers are required to take out the ill health retirement insurance provided by the Fund.</p> | 1 | 5 | 5 | Investment Manager | | |
| 2.12 | <p>The average life expectancy of pensioners is greater than assumed in actuarial assumptions.</p> <p>An increase in liabilities which exceeds the previous valuation estimate.</p> | 4 | 4 | 16 | <p>Life expectancy assumptions are reviewed at each valuation.</p> <p>The Fund uses bespoke assumptions based on the life expectancy across Gwynedd Pension Fund's area.</p> | 2 | 4 | 8 | Investment Manager | | |

| | | | | | | | | | | | |
|------|--|---|---|----|--|---|---|---|-------------------------------------|--|------|
| | | | | | Mortality assumptions include some allowance for future increases in life expectancy. | | | | | | |
| 2.13 | <p>Scheme employers' contributions to the Fund are not received or are processed or recorded completely and accurately</p> <p>Increased costs across all the remaining scheme employers</p> | 4 | 3 | 12 | <p>Formal timescales for receipt of contributions.</p> <p>The team monitor the receipt of contributions to the fund closely.</p> <p>The team monitor the receipt of contributions to the fund.</p> <p>The team communicates regularly with scheme employers to ensure that contributions are made in a timely manner and are recorded accurately.</p> <p>Details of any outstanding and overdue contributions are recorded and appropriate action is taken in order to recover payments.</p> | 2 | 2 | 4 | Investment Manager | | |
| 2.14 | <p>An employer ceases to exist with insufficient funding available to settle any outstanding debts, or refuses to pay the cessation value.</p> <p>Departing employer does not fully meet its liabilities which leads to increased costs across the remaining scheme employers.</p> | 4 | 3 | 12 | <p>The risk is mitigated by: Vetting prospective employers before admission and ensuring that they fully understand their obligations.</p> <p>Applications for admission to the Fund are considered carefully and a bond or guarantee is put into place if required.</p> | 3 | 3 | 9 | Head of Finance Pensions Manager | Identified 7 employers with no Admission Agreements. Have taken steps to rectify this. | 2021 |

| | | | | | | | | | | |
|-------------------|---|---|---|----|--|---|---|---|---|--|
| | | | | | <p>Outstanding liabilities will be assessed and recovered from any successor bodies or spread amongst remaining employers.</p> <p>The actuarial valuation attempts to balance recovery period with risk of withdrawal.</p> <p>If necessary, appropriate legal action will be taken.</p> | | | | | |
| 2.15 | <p>A significant number of LGPS members transfer their pension pots to other pensions providers in order to obtain a capital sum under the Government's "Freedom and Choice" legislation resulting in: Significant cashflow out of the Fund.</p> <p>Reduction in assets greater than reduction in the Fund's liabilities.</p> | 4 | 3 | 12 | <p>The risk is mitigated by: Effective communication of the benefits of remaining in the LGPS.</p> <p>Actuarial calculation of transfer value should ensure transfer value does not exceed reduction in liability.</p> <p>Requirement to seek financial Advice if transfer exceeds £30,000</p> | 2 | 3 | 6 | <p>Pensions Manager</p> <p>Investment Manager</p> | |
| 3. Custody | | | | | | | | | | |
| 3.1 | <p>Failure of custodian leading to losses which results in:</p> <p>Failure to reduce the deficit</p> <p>Financial loss</p> | 5 | 3 | 15 | <p>Fund assets are protected in the event of insolvency of the custodian.</p> <p>The custodian must adhere to FCA and TPR financial regulations.</p> | 2 | 2 | 4 | Investment Manager | |

| | | | | | | | | | | | |
|-------------------------------------|--|---|---|----|---|---|---|---|------------------|--|------|
| | | | | | | | | | | | |
| 4. Wales Pension Partnership | | | | | | | | | | | |
| 4.1 | The Gwynedd Pension Fund does not have sufficient resources available to work with and provide the necessary information to the partnership. | 4 | 3 | 12 | Staff levels are monitored to ensure that the requirements of the partnership are met. | 4 | 2 | 8 | Head of Finance | | |
| 5. Communication | | | | | | | | | | | |
| 5.1 | <p>Insufficient communication and engagement with the Pension Fund Stakeholders.</p> <p>Non-compliance with legislation and/or best practice.</p> <p>Inability to determine policy, make effective decisions and/or deliver service.</p> <p>Reputation risk.</p> | 3 | 3 | 9 | <p>A Communications Policy is in place.</p> <p>The Gwynedd Pension Fund website is kept up to date.</p> <p>Fund Performance is reported to the Investment & Pension Fund Committee on a regular basis.</p> <p>Meetings are held periodically with the Fund's Employing Authorities.</p> <p>Annual Benefit Statements and newsletters are sent annually to active and deferred Fund members.</p> <p>The contact list for employers is updated regularly.</p> <p>An AGM is held for employers and Trade Unions.</p> | 3 | 2 | 6 | Pensions Manager | Gwynedd Pension Fund website requires revision | 2022 |

| | | | | | | | | | | | |
|----------------------------------|---|---|---|---|---|---|---|---|-----------------|--|--|
| | | | | | <p>The annual report and accounts are published on the Gwynedd Pensions website.</p> <p>A Member Self Service website is available to members to calculate their own benefits.</p> | | | | | | |
| 6. Data Protection | | | | | | | | | | | |
| 6.1 | <p>The Pension Fund systems and data may not be secure and appropriately maintained.</p> <ul style="list-style-type: none"> - Loss of sensitive data. - Reputation risk. <p>Financial loss arising from legal action.</p> | 3 | 2 | 6 | <p>It is a mandatory requirement for all employees to undertake Data Protection training and to adhere to Gwynedd's data protection policy.</p> <p>Egress (A secure email system) email system is used where possible to send emails to employers not listed on the Secure Email Organisation list.</p> | 3 | 1 | 3 | Pension Manager | | |
| 7. Pension Administration | | | | | | | | | | | |
| 7.1 | <p>Pension benefits are not paid:</p> <ul style="list-style-type: none"> - Risk of financial loss arising from compensation claims - Damage to reputation. | 4 | 2 | 8 | <p>The payroll system is set up to pay pensioners monthly.</p> <p>Disaster recovery plan in place with Heywood which will restore data within 7 days in the event of system failure.</p> | 4 | 1 | 4 | Pension Manager | | |
| 7.2 | <p>Failure of scheme membership data and pension benefit calculation processes leading to fraud, corruption or error.</p> | 3 | 2 | 6 | <p>Information and instructions are only accepted from authorised sources.</p> <p>Employers are required to review and confirm membership records</p> | 3 | 1 | 3 | Pension Manager | | |

| | | | | | | | | | | | |
|-----|--|---|---|---|---|---|---|---|-----------------|---|------|
| | <ul style="list-style-type: none"> - Unauthorised payments under the Finance Act 2004. - Risk of financial loss and damage to reputation. | | | | <p>annually or monthly using the secure data portal iConnect</p> <p>Benefit calculations are checked by senior colleagues.</p> <p>All transactions comply with DCC financial regulations and are subject to independent authorisation.</p> <p>Members approaching 75 are separately identified monthly.</p> | | | | | | |
| 7.3 | <p>Failure of employing authority to provide timely and accurate member data resulting in delays or errors with benefit payments.</p> <p>Risk of financial loss and damage to reputation.</p> | 3 | 3 | 9 | <p>Administration Strategy is in place and employer duties are clearly identified.</p> <p>Employing authorities are contacted for outstanding information when it is identified that information is missing or contains errors.</p> | 3 | 3 | 9 | Pension Manager | | |
| 7.4 | <p>Non-compliance with legislation and failure to correctly implement new legislation and regulations, resulting in:</p> <ul style="list-style-type: none"> - Incorrect payments being made. <p>Risk of financial loss and damage to reputation</p> | 3 | 3 | 9 | <p>LGA/External training.</p> <p>Project work approach to implementation of legislative changes.</p> <p>In house training for all staff.</p> | 2 | 2 | 4 | Pension Manager | Additional resources required to implement McCloud remedy | 2022 |
| 7.5 | <p>Pension benefits continue to be paid to deceased pensioners.</p> | 2 | 3 | 6 | <p>All pensioners are contacted annually.</p> | 2 | 2 | 4 | Pension Manager | | |

| | | | | | | | | | | | |
|-----|---|---|---|----|---|---|---|---|-----------------|---|--|
| | Risk of financial loss and damage to reputation. | | | | <p>Pensioners are incorporated into National Fraud Initiative.</p> <p>Further targeted checks are conducted with credit reference agencies as appropriate.</p> <p>Monthly mortality screening is undertaken and any positive matches are ceased immediately</p> <p>Tell Us Once service is in operation</p> | | | | | | |
| 7.6 | <p>System failure</p> <ul style="list-style-type: none"> - Loss of sensitive data. - Reputation risk. <p>Financial loss arising from legal action.</p> | 5 | 2 | 10 | <p>The system is backed-up daily.</p> <p>A full disaster recovery plan is in place and tested annually (In line with Gwynedd Council's policy).</p> | 5 | 1 | 5 | Pension Manager | | |
| 7.7 | <p>Member Self Service failure</p> <ul style="list-style-type: none"> - Reputation risk. | 5 | 2 | 10 | <p>Hosted by software provider Heywood</p> | 5 | 1 | 5 | Pension Manager | | |
| 7.8 | <p>Cyber Attack</p> <ul style="list-style-type: none"> - Loss of sensitive data. - Systems damaged or destroyed. - Reputation risk. <p>Financial loss arising from legal action.</p> | 3 | 3 | 9 | <p>Firewall in operation</p> <p>Software regularly updated with latest security features</p> <p>The system is backed up daily</p> <p>Password access is required</p> | 3 | 2 | 6 | Pension Manager | | |
| 7.9 | <p>Employing authorities not fulfilling their responsibilities e.g. not supplying us with</p> | 3 | 2 | 6 | <ul style="list-style-type: none"> - Admin strategy details employer responsibilities and timescales | 3 | 1 | 3 | Pension Manager | Plan to set Service Level Agreement's as there is currently | |

| | | | | | | | | | | | |
|------------------------------|--|---|---|----|--|---|---|---|-----------------|---|------|
| | <p>correct employee data or not supplying it in a timely manner</p> <ul style="list-style-type: none"> - Incorrect benefit calculations <p>Delays while we request missing information</p> | | | | <ul style="list-style-type: none"> - Advice and consultancy provided. - Yearly checks on data to highlight gaps - Employer administration meetings held periodically. <p>Guidance available on website.</p> | | | | | no consequences for not fulfilling their responsibilities | |
| 7.10 | <p>Failure to comply with disclosure regulations e.g. the requirement to issue information within a certain timescale after a request/event</p> <ul style="list-style-type: none"> - Complaints / Fines | 3 | 2 | 6 | <p>Robust workflow management system in place.</p> | 3 | 1 | 3 | Pension Manager | | |
| 7.11 | <p>Failure to issue Annual Benefit statements to active and deferred members by 31st August:</p> <ul style="list-style-type: none"> - Reputational risk and complaints - Fines | 2 | 4 | 8 | <p>Project management approach</p> <ul style="list-style-type: none"> - Regular contact with employers to get data. <p>Statements are presented online at the self-service web site.</p> <p>Monthly interfacing to reduce workload at year end with the main employers (iConnect)</p> | 2 | 3 | 6 | Pension Manager | | |
| 8. Internal processes | | | | | | | | | | | |
| 8.1 | <p>Concentration of knowledge in a small number of officers and risk of departure of</p> | 4 | 3 | 12 | <ul style="list-style-type: none"> - Knowledge of all tasks shared by at least two team | 4 | 2 | 8 | Pension Manager | Internal 'how to guides' are being | 2021 |

| | | | | | | | | | | | |
|--|--|--|--|--|---|--|--|--|------------------------|-------------------------------------|--|
| | <p>key staff.</p> <p>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.</p> | | | | <ul style="list-style-type: none"> 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. - Specific relevant qualifications for administration and investment staff. - External consultants and independent adviser available for short term assistance. | | | | and Investment Manager | developed on all internal processes | |
|--|--|--|--|--|---|--|--|--|------------------------|-------------------------------------|--|

9. Uncontrollable External Factors

| | | | | | | | | | | | |
|-----|---|---|---|----|---|---|---|----|-----------------|--------------------------------|--|
| 9.1 | <p>Normal operations disrupted by uncontrollable external factors</p> <p>Service delivery threats from fire, bomb, extreme weather, electrical faults, sickness, epidemic, pandemic etc.</p> <p>Insufficient daily back up, disaster recovery, and IT cover to support systems.</p> <p>Temporary loss of ability to provide service to stakeholders</p> | 5 | 5 | 25 | <ul style="list-style-type: none"> - Working from home where possible - Disaster Recovery Plan for pensions system with the software provider for Member Self Service - Business Continuity/Disaster Recovery Plan for the Authority with IT firewalls | 3 | 5 | 15 | Pension Manager | Develop new methods of working | |
|-----|---|---|---|----|---|---|---|----|-----------------|--------------------------------|--|

