

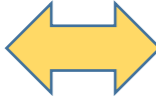







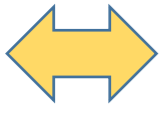
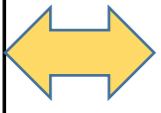




















| Pension Fund Risk Register - Investment Risk |           |   |   |        |           |            |       |            |                  |   |                    |                |            |
|--|-----------|---|---|--------|-----------|------------|-------|------------|------------------|---|--------------------|----------------|------------|
| Risk Group                                   | Risk Ref. | Movement  | Risk Description  | Impact |           |            |       | Likelihood | Total risk score | Mitigation actions  | Revised Likelihood | Net risk score | Reviewed   |
|  |           |   |   | Fund   | Employers | Reputation | Total |            |                  |   |                    |                |            |
| Governance                                   | 1         |    | That the London Collective Investment Vehicle (LCIV) disbands or the partnership fails to produce proposals/solutions deemed sufficiently ambitious   | 5      | 4         | 3          | 12    | 3          | 36               | TOLERATE - 1) Partners for the pool have similar expertise and like-mindedness of the officers and members involved with the fund, ensuring compliance with the pooling requirements. Ensure that ongoing fund and pool proposals are comprehensive and meet government objectives. Member presence on Shareholder Committee and officer groups. 2) Following the commencement of his role as CIO during September 2019 Mark Thompson announced his resignation from the position citing that he could not commit to the demands of the role. In the interim Kevin Corrigan has joined the LCIV team as CIO, he has over twenty-five years' experience in the financial services industry and was formerly CIO at Sandaie. In addition to this, Kevin Cullen (Client Relations Director) has announced his decision to retire next year. He will be helping the London CIV with succession arrangements between now and his intended retirement date of the end March 2020. Larissa Benbow, Head of Fixed Income, has also announced her resignation for the end of February. | 3                  | 36             | 08/01/2020 |
| Investment                                   | 2         |  | Significant volatility and negative sentiment in global investment markets following disruptive geopolitical uncertainty caused by the conflict between the US and Iran, as well as the ongoing trade war with China.   | 5      | 4         | 1          | 10    | 4          | 40               | TREAT- 1) Continued dialogue with investment managers re management of political risk in global developed markets. 2) Investment strategy involving portfolio diversification and risk control. 3) Investment strategy review will follow post actuarial 2019 valuation.  | 3                  | 30             | 08/01/2020 |
| Investment                                   | 3         |  | Volatility caused by uncertainty with regard to the UK's exit from the European Union, lack of trade deal and the economic after effects. There will be a transition period until the end of 2020, during which time the UK and EU will negotiate new arrangements from 2021. | 4      | 4         | 1          | 9     | 3          | 27               | 1) Officers to consult and engage with advisors and investment managers. 2) Future possibility of looking at move from UK to Global benchmarks on UK Equities and UK Property. 3) Possibility of hedging currency and equity index movements. 4) The UK exited the EU on 31 January 2020, there is now a transition period until the end of 2020. During this time current rules on trade, travel and business for the UK and EU will apply.  | 3                  | 27             | 18/02/2020 |
| Funding                                      | 4         |  | Scheme members live longer than expected leading to higher than expected liabilities.   | 5      | 5         | 1          | 11    | 2          | 22               | TOLERATE: The scheme's liability is reviewed at each triennial valuation and the actuary's assumptions are challenged as required. The actuary's most recent longevity analysis has shown that the rate of increase in life expectancy is slowing down.   | 2                  | 22             | 08/01/2020 |





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| Funding    | 5  |    | Price inflation is significantly more than anticipated in the actuarial assumptions: an increase in CPI inflation by 0.1% over the assumed rate will increase the liability valuation by upwards of 1.7%. | 5 | 3 | 2 | 10 | 3 | 30 | TREAT- 1) Actuarial valuation results show an increase in the CPI assumption of 0.2% from the 2016 valuation. 2) The fund holds investment in index-linked bonds (RPI protection which is higher than CPI and other real assets to mitigate CPI risk. Moreover, equities will also provide a degree of inflation protection.  | 2 | 20 | 08/01/2020 |
| Funding    | 6  |    | Transfers out increase significantly as members transfer to DC funds to access cash through new pension freedoms.   | 4 | 4 | 2 | 10 | 2 | 20 | 1) Monitor numbers and values of transfers out being processed. If required, commission transfer value report from Fund Actuary for application to Treasury for reduction in transfer values. 2) No evidence in 2018/19 of members transferring out to DC schemes.  | 2 | 20 | 08/01/2020 |
| Funding    | 7  |    | Employee pay increases are significantly more than anticipated for employers within the Fund.   | 4 | 4 | 2 | 10 | 2 | 20 | TOLERATE - 1) Actuarial valuation assumptions show a decrease in salary increases by 0.3% from 2016. 2) Fund employers should monitor own experience. 3) Assumptions made on pay and price inflation (for the purposes of IAS19/FRS102 and actuarial valuations) should be long term assumptions. Any employer specific assumptions above the actuary's long term assumption would lead to further review. 4) Employers to made aware of generic impact that salary increases can have upon the final salary linked elements of LGPS benefits (accrued benefits before 1 April 2014). | 2 | 20 | 08/01/2020 |
| Funding    | 8  |  | Changes to LGPS Scheme moving from Defined Benefit to Defined Contribution  | 5 | 3 | 2 | 10 | 2 | 20 | TOLERATE - 1) Political power required to effect the change.  | 2 | 20 | 08/01/2020 |
| Investment | 9  | NEW   | Outbreak of coronavirus within China and the rest of the world impacting stock markets globally.  | 4 | 4 | 1 | 9  | 3 | 27 | TREAT - 1) The officers will continue to monitor the impact on an ongoing basis. 2) The Fund holds a diversified portfolio, which should reduce the impact of stock market movements. 3) Asset allocation will be reviewed during March 2020 committee meeting.   | 2 | 18 | 28/01/2020 |
| Investment | 10 |  | Investment managers fail to achieve benchmark/ outperformance targets over the longer term: a shortfall of 0.1% on the investment target will result in an annual impact of £1.5m.                        | 5 | 3 | 1 | 9  | 3 | 27 | TREAT- 1) The Investment Management Agreements (IMAs) clearly state WCC's expectations in terms of investment performance targets. 2) Investment manager performance is reviewed on a quarterly basis. 3) The Pension Fund Committee should be positioned to move quickly if it is felt that targets will not be achieved. 4) Portfolio rebalancing is considered on a regular basis by the Pension Fund Committee. 5) The Fund's investment management structure is highly diversified, which lessens the impact of manager risk compared with less diversified structures.          | 2 | 18 | 08/01/2020 |

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| Operational | 11 |    | Insufficient attention paid to environmental, social and governance (ESG) issues, leading to reputational damage. The Council declared a climate emergency in September 2019, how this will effect the Pension Fund going forward is currently unknown.   | 3 | 2 | 4 | 9 | 3 | 27 | 1) Review ISS in relation to published best practice (e.g. Stewardship Code) 2) Ensure fund managers are encouraged to engage and to follow the requirements of the published ISS. 3) The Fund is a member of the Local Authority Pension Fund Forum (LAPFF), which raises awareness of ESG issues and facilitates engagement with fund managers and corporate company directors. 4) Following a carbon review of the Pension Fund investments, the Fund may consider investing in low carbon assets. 5) An ESG and RI Policy has been drafted for the Pension Fund pending a review of the ISS.   | 2 | 18 | 08/01/2020 |
| Governance  | 12 |    | Implementation of proposed changes to the LGPS (pooling) does not conform to plan or cannot be achieved within laid down timescales.  | 3 | 2 | 1 | 6 | 3 | 18 | 1) Officers consult and engage with MHCLG, LGPS Scheme Advisory Board, advisors, consultants, peers, various seminars and conferences. 2) Officers engage in early planning for implementation against agreed deadlines. 3) Uncertainty surrounding new MHCLG pooling guidance.  | 3 | 18 | 08/01/2020 |
| Investment  | 13 |   | Increased risk to global economic stability. Outlook deteriorates in advanced economies because of heightened uncertainty and setbacks to growth and confidence, with declines in oil and commodity prices. Leading to tightened financial conditions, reduced risk appetite and raised credit risks. Geo-political risk as a result of events and political uncertainty. | 4 | 3 | 1 | 8 | 3 | 24 | TREAT- 1) Increased vigilance and continued dialogue with managers as to events on and over the horizon. 2) Continued investment strategy involving portfolio diversification and risk control. 3) Investment strategy review will follow post actuarial 2019 valuation.   | 2 | 16 | 08/01/2020 |
| Governance  | 14 |  | London CIV has inadequate resources to monitor the implementation of investment strategy and as a consequence are unable to address underachieving fund managers.   | 3 | 3 | 2 | 8 | 3 | 24 | 1) Pension Fund Committee Chair is a member of the shareholder Committee responsible for the oversight of the CIV and can monitor and challenge the level of resources through that forum. Tri-Borough Director of Treasury & Pensions is a member of the officer Investment Advisory Committee which gives the Fund influence over the work of the London CIV. 2) Following the commencement of his role as CIO during September 2019 Mark Thompson announced his resignation from the position citing that he could not commit to the demands of the role. In the interim Kevin Corrigan has joined the LCIV team as CIO, he has over twenty-five years' experience in the financial services industry. In addition to this, Kevin Cullen (Client Relations Director) has announced his decision to retire next year. Officers will continue to monitor the ongoing staffing issues at the LCIV. | 2 | 16 | 08/01/2020 |

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| Funding    | 15 |    | Impact of economic and political decisions on the Pension Fund's employer workforce.  | 5 | 2 | 1 | 8  | 2 | 16 | 1) Barnet Waddingham uses prudent assumptions on future of employees within workforce. Employer responsibility to flag up potential for major bulk transfers outside of the Westminster Fund. The potential for a significant reduction in the workforce as a result of the public sector financial pressures may have a future impact on the Fund. 2) Need to make prudent assumptions about diminishing workforce when carrying out the triennial actuarial valuation.                             | 2 | 16 | 08/01/2020 |
| Funding    | 16 |    | Ill health costs may exceed "budget" allocations made by the actuary resulting in higher than expected liabilities particularly for smaller employers.            | 4 | 2 | 1 | 7  | 2 | 14 | TOLERATE: Review "budgets" at each triennial valuation and challenge actuary as required. Charge capital cost of ill health retirements to admitted bodies at the time of occurring. Occupational health services provided by the Council and other large employers to address potential ill health issues early.  | 2 | 14 | 08/01/2020 |
| Funding    | 17 |    | Impact of increases to employer contributions following the actuarial valuation   | 5 | 5 | 3 | 13 | 2 | 26 | TREAT- 1) Officers to consult and engage with employer organisations in conjunction with the actuary. 2) Actuary will assist where appropriate with stabilisation and phasing in processes.  | 1 | 13 | 08/01/2020 |
| Funding    | 18 |   | There is insufficient cash available in the Fund to meet pension payments leading to investment assets being sold at sub-optimal prices to meet pension payments. | 5 | 4 | 3 | 12 | 2 | 24 | TREAT: 1) Cashflow forecast maintained and monitored. 2) Cashflow position reported to committee quarterly. 3) Cashflow requirement is a factor in current investment strategy review.   | 1 | 12 | 08/01/2020 |
| Governance | 19 |  | Failure to take difficult decisions inhibits effective Fund management  | 5 | 3 | 4 | 12 | 2 | 24 | TREAT-1) Officers ensure that governance process encourages decision making on objective empirical evidence rather than emotion. Officers ensure that the basis of decision making is grounded in the Investment Strategy Statement (ISS), Funding Strategy Statement (/FSS), Governance policy statement and Committee Terms of Reference and that appropriate advice from experts is sought.   | 1 | 12 | 08/01/2020 |
| Governance | 20 |  | Changes to LGPS Regulations   | 3 | 2 | 1 | 6  | 3 | 18 | TREAT - 1) Fundamental change to LGPS Regulations implemented from 1 April 2014 (change from final salary to CARE scheme). 2) Future impacts on employer contributions and cash flows will be considered during the 2016 actuarial valuation process. 3) Fund will respond to consultation processes. 4) Impact of LGPS (Management of Funds) Regulations 2016 to be monitored. Impact of Regulations 8 (compulsory pooling) to be monitored.  | 2 | 12 | 08/01/2020 |
| Funding    | 21 |  | Mismatching of assets and liabilities, inappropriate long-term asset allocation or investment strategy, mistiming of investment strategy.                         | 5 | 3 | 3 | 11 | 2 | 22 | TREAT- 1) Active investment strategy and asset allocation monitoring from Pension Fund Committee, officers and consultants. 2) Investment strategy review is currently underway with an approved switch from equities to fixed income. 3) Setting of Fund specific benchmark relevant to the current position of fund liabilities. 4) Fund manager targets set and based on market benchmarks or absolute return measures. Overall investment benchmark and out-performance target is fund specific. | 1 | 11 | 08/01/2020 |

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| Financial   | 22 |    | Financial loss of cash investments from fraudulent activity.   | 3 | 3 | 5 | 11 | 2 | 22 | TREAT - 1) Policies and procedures are in place which are regularly reviewed to ensure risk of investment loss is minimised. Strong governance arrangements and internal control are in place in respect of the Pension Fund. Internal Audit assist in the implementation of strong internal controls. Fund Managers have to provide annual SSAE16 and ISAE3402 or similar documentation (statement of internal controls). | 1 | 11 | 08/01/2020 |
| Operational | 23 |    | Failure to hold personal data securely in breach of General Data Protection Regulation (GDPR) legislation.                               | 3 | 3 | 5 | 11 | 2 | 22 | TREAT - 1) Data encryption technology is in place which allow the secure transmission of data to external service providers. 2)WCC IT data security policy adhered to. 3) Implementation of GDPR.  | 1 | 11 | 08/01/2020 |
| Governance  | 24 |    | Failure to comply with legislation leads to ultra vires actions resulting in financial loss and/or reputational damage.                  | 5 | 2 | 4 | 11 | 2 | 22 | TREAT: 1) Officers maintain knowledge of legal framework for routine decisions. 2) Eversheds retained for consultation on non-routine matters.   | 1 | 11 | 08/01/2020 |
| Funding     | 25 |    | Failure of an admitted or scheduled body leads to unpaid liabilities being left in the Fund to be met by others.                         | 5 | 3 | 3 | 11 | 2 | 22 | TREAT: 1) Transferee admission bodies required to have bonds or guarantees in place at time of signing the admission agreement. Regular monitoring of employers and follow up of expiring bonds.   | 1 | 11 | 08/01/2020 |
| Regulation  | 26 |   | A change in government may result in new wealth sharing policies which could negatively impact the value of the pension fund assets.     | 5 | 5 | 1 | 11 | 2 | 22 | TREAT: 1) Maintain links with central government and national bodies to keep abreast of national issues. Respond to all consultations and lobby as appropriate to ensure consequences of changes to legislation are understood.  | 1 | 11 | 08/01/2020 |
| Governance  | 27 |  | Change in membership of Pension Fund Committee leads to dilution of member knowledge and understanding                                   | 2 | 2 | 1 | 5  | 4 | 20 | TREAT - 1) Succession planning process in place. 2) Ongoing training of Pension Fund Committee members. 3) Pension Fund Committee new member induction programme. 4) Training to be based on the requirements of CIPFA Knowledge and Skills Framework under designated officer.  | 2 | 10 | 08/01/2020 |
| Governance  | 28 |  | Inadequate, inappropriate or incomplete investment or actuarial advice is actioned leading to a financial loss or breach of legislation. | 5 | 3 | 2 | 10 | 2 | 20 | TREAT: 1) At time of appointment ensure advisers have appropriate professional qualifications and quality assurance procedures in place. Committee and officers scrutinise and challenge advice provided.  | 1 | 10 | 08/01/2020 |
| Operational | 29 |  | Financial failure of third party supplier results in service impairment and financial loss   | 5 | 4 | 1 | 10 | 2 | 20 | TREAT - 1) Performance of third parties (other than fund managers) regularly monitored. 2) Regular meetings and conversations with global custodian (Northern Trust) take place. 3) Actuarial and investment consultancies are provided by two different providers.  | 1 | 10 | 08/01/2020 |
| Investment  | 30 |  | Failure of global custodian or counterparty.   | 5 | 3 | 2 | 10 | 2 | 20 | TREAT: 1) At time of appointment, ensure assets are separately registered and segregated by owner. 2) Review of internal control reports on an annual basis. 3) Credit rating kept under review.   | 1 | 10 | 08/01/2020 |

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| Operational | 31 |    | Financial failure of a fund manager leads to value reduction, increased costs and impairment.   | 4 | 3 | 3 | 10 | 2 | 20 | TREAT - 1) Fund is reliant upon current adequate contract management activity. 2) Fund is reliant upon alternative suppliers at similar price being found promptly. 3) Fund is reliant on LGIM as transition manager. 4) Fund has the services of the London Collective Investment Vehicle (LCIV).   | 1 | 10 | 08/01/2020 |
| Investment  | 32 |    | Global investment markets fail to perform in line with expectations leading to deterioration in funding levels and increased contribution requirements from employers.  | 5 | 3 | 2 | 10 | 2 | 20 | TREAT- 1) Proportion of total asset allocation made up of equities, bonds, property funds, infrastructure and fixed income, limiting exposure to one asset category. 2) The investment strategy is continuously monitored and periodically reviewed to ensure optimal risk asset allocation. 3) Actuarial valuation and strategy review take place every three years post the actuarial valuation. 4) IAS19 data is received annually and provides an early warning of any potential problems. 5) The actuarial assumption regarding asset outperformance is regarded as achievable over the long term when compared with historical data. | 1 | 10 | 08/01/2020 |
| Governance  | 33 |   | Officers do not have appropriate skills and knowledge to perform their roles resulting in the service not being provided in line with best practice and legal requirements. Succession planning is not in place leading to reduction of knowledge when an officer leaves. | 4 | 3 | 3 | 10 | 2 | 20 | TREAT: 1) Person specifications are used at recruitment to appoint officers with relevant skills and experience. 2) Training plans are in place for all officers as part of the performance appraisal arrangements. 3) Shared service nature of the pensions team provides resilience and sharing of knowledge. 4) Officers maintain their CPD by attending training events and conferences.   | 1 | 10 | 08/01/2020 |
| Governance  | 34 |  | Failure to comply with legislative requirements e.g. ISS, FSS, Governance Policy, Freedom of Information requests.  | 3 | 3 | 4 | 10 | 2 | 20 | TREAT - 1) Publication of all documents on external website. 2) Managers expected to comply with ISS and investment manager agreements. 3) Local Pension Board is an independent scrutiny and assistance function. 4) Annual audit reviews.  | 1 | 10 | 08/01/2020 |
| Operational | 35 |  | Inaccurate information in public domain leads to damage to reputation and loss of confidence.   | 1 | 1 | 3 | 5  | 3 | 15 | Treat: 1) Ensure that all requests for information (Freedom of Information, member and public questions at Council, etc) are managed appropriately and that Part 2 Exempt items remain so. 2) Maintain constructive relationships with employer bodies to ensure that news is well managed. 3) Stage AGM every year.   | 2 | 10 | 08/01/2020 |
| Funding     | 36 |  | Scheme matures more quickly than expected due to public sector spending cuts, resulting in contributions reducing and pension payments increasing.  | 5 | 3 | 1 | 9  | 2 | 18 | TREAT: 1) Review maturity of scheme at each triennial valuation. Deficit contributions specified as lump sums, rather than percentage of payroll to maintain monetary value of contributions. 2) Cashflow position monitored monthly.  | 1 | 9  | 08/01/2020 |
| Governance  | 37 |  | Committee members do not have appropriate skills or knowledge to discharge their responsibility leading to inappropriate decisions.   | 4 | 3 | 2 | 9  | 2 | 18 | TREAT: 1) External professional advice is sought where required. Knowledge and skills policy in place (subject to Committee Approval).   | 1 | 9  | 08/01/2020 |

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| Governance  | 38 |    | Failure to comply with recommendations from the Local Pension Board, resulting in the matter being escalated to the scheme advisory board and/or the pensions regulator  | 1 | 3 | 5 | 9 | 2 | 18 | TREAT - 1) Ensure that a cooperative, effective and transparent dialogue exists between the Pension Fund Committee and Local Pension Board.  | 1 | 9 | 08/01/2020 |
| Regulation  | 39 |    | Loss of flexibility to engage with Fund Managers and loss of elective professional status with any or all of the existing Fund managers and counterparties resulting in reclassification. (The Fund is a retail client to counterparties unless opted up). | 3 | 2 | 2 | 7 | 2 | 14 | TREAT: 1) More reliance on investment advisor to keep Officers and Committee updated. Officers are considering other financial institution outside of the current mandates to 'opt up' with. 2) Maintaining up to date information about the fund on relevant platforms. 3) Fund can opt up with prospective clients. 4) Keep quantitative and qualitative requirements under review to ensure that they continue to meet the requirements. There is a training programme and log in place to ensure knowledge and understanding is kept up to date. 5) Existing and new Officer appointments subject to requirements for professional qualifications and CPD. | 1 | 7 | 08/01/2020 |
| Operational | 40 |   | Procurement processes may be challenged if seen to be non-compliant with OJEU rules. Poor specifications lead to dispute. Unsuccessful fund managers may seek compensation following non compliant process.  | 2 | 2 | 3 | 7 | 2 | 14 | TREAT - 1) Ensure that assessment criteria remains robust and that full feedback is given at all stages of the procurement process.  | 1 | 7 | 08/01/2020 |
| Funding     | 41 |  | The level of inflation and interest rates assumed in the valuation may be inaccurate leading to higher than expected liabilities.  | 4 | 2 | 1 | 7 | 2 | 14 | TREAT: 1) Review at each triennial valuation and challenge actuary as required. Growth assets and inflation linked assets in the portfolio should rise as inflation rises.   | 1 | 7 | 08/01/2020 |