			Likelihood						mpa			Risk	RAG	Scale of	Funded by
		1	2	2 3	3 4		1	2				Score		Financial	
Risk	Management Actions		L	N	1	Н		L	M	ŀ	Η			Impact	
The Fund fails to achieve investment returns sufficient to fund its liabilities. This could negative affect the contributions paid by the employing bodies.	Periodic reviews of investment strategy. Annual and quarterly monitoring of strategic allocation, investment returns and tactical opportunities. Periodic reviews of investment strategy. Annual and quarterly monitoring of strategic allocation, investment returns and tactical opportunities.			,	3					4		12	A	>£1m	Increases in Employer contribution
2 Increasing political pressure to reform scheme structure and governance frameworks and direct investment decisions. This could result in the committee not making decisions in the best interest of the Fund or being unable to make decisions.	Have well defined investment policies in place setting out investment objectives and criteria. Engaging with the government through the consultation process, giving a consistent message.					4			3			12	A	>£1m	Unclear but potentially increases in employer contribution
outstanding liability. Any liability will be	Fund policy is to only admit Transferee and Community Admission bodies where the pension liabilities are guaranteed by a scheme employer. Covenant assessment monitoring process in place to annually assess financial standing of all employers in Fund, including review of all employers to identify whether guarantee arrangements are adequate and explore options for obtaining guarantee, bond or contingent assets if appropriate				3				3			9	A	>£1m	Increases in Employer contribution
4 Lack of continuity within the Avon Pension Fund Committee. Until new members fully trained this could delay decision making.	Wide representation on Committee including 2 Independent Members not subject to electoral cycle. Training made available to new members.			,	3				3			9	A	>£1m	Annual budget
The investment managers appointed by the Fund to manage the assets fail to achieve their benchmarks. This could cause the Fund to underperform its strategic benchmark and thus fail to achieve the investment returns required to fund the liabilities. This could negatively affect the contribution rates paid by the employing bodies.	Monitoring the performance of the managers is delegated to the Panel. The RAG performance monitoring framework in place to identify managers that are underperforming and issues that could impact future performance. Issues and changes in RAG ratings are reported to the Panel who agree an action plan to address the issue. The Panel reports quarterly to committee on the performance of the managers and changes in RAG ratings.				3				3			9	A	>£1m	Increases in Employer contribution

6	Systems failure or lack of accessibility to systems. This could result in potential loss of data, need to re-process data, fall in productivity, potential corruption of data, delay in payment of pensions.	Policies in place with relevant parties to ensure continuity of service issues are addressed within an agreed timeframe. Daily back up of pensions system limits loss of data, reprocessing of data. Rely on B&NES systems of control and firewalls to prevent virus attacks.	2				4	8	A	£10,000 to 100,000	Annual budget
7	Dependence on electronic data from scheme employers. This could lead to inaccurate or incomplete data.	Internal audit to review the employer processes. Training is given to employers as to data requirements.	2				4	8	A	£10,000 to	Annual budget
8		Pensions Manager is responsible officer for DPA. Have confidentiality agreements in place with the Fund's agents. The Fund complies with the Council's DPA policies. All personal data is transmitted from the Fund by secure portals.	2			3		6	G	£100,000 to £1m	Annual budget
9	Incorrect or late contributions from employers. This could adversely affect short term cash flow, could mean under/over funding of liabilities, breach of obligations could lead to fines.	Monthly contributions received are reconciled to employer return (and authorisation is verified). Annual reconciliation of contributions received to member records. Late payers followed up and included in quarterly monitoring report to Committee.	2			3		6	G	£100,000 to £1m	Fines, penalties recharged to employer
10		Provision of timely information and training for new employers and refresher sessions for existing employers. Enforce the penalties allowed in administration strategy for repetitive non-compliance with obligations resulting in disproportionate work.	2			3		6	G	< £10,000	Annual budget. Penalties charged to employers.
	NEW Office move: service moving to new council offices by November 2014. Risk that move delayed; physical move causes delays to work; access to systems for flexible working not fully operational by move date.	Prepare teams for new flexible working environment prior to move (review filing, start working flexibly, restructure work processes for fully electronic working). Test systems thoroughly before move to identify issues and put work around solutions in place. Have identified "movers & shakers" to engage actively with Council project team and feed back requirements to management team.	2		2			4	G	< £10,000	Annual budget