Appendix 3

Brunel – Avon Pension Fund Risk Dashboard

Governance & Legal

Risk Area	Aspects	Status
Council sign off of Full Business Case	• 1Q2017	Complete
Key legal documents	• Articles of Association, Shareholders Agreement, Services Agreement, Pricing Policy, Remuneration Policy, Exit Policy, Funding Policy	Completed; Limited review in progress
Avon representation	• Committee representative on Oversight Board • Officer representatives on Client Group	Complete

People & Resources

Risk Area	Aspects	Status

Staffing implications	• Brunel Staff recruitment
	• Resourcing of APF team
	  ○ Governance and Risk Manager
	  ○ Senior Investment Officer
		Amber
		
		Complete
		Amber – in progress

Processes and providers

Risk Area	Aspects	Status
Relationship management	• Identify all contract and specification changes (advisors, managers, custodian during transition)	Green - Ongoing
Custody contract	• Transitioned to new custodian Dec 2017	Complete

Client Group activity (CG)	• Portfolios
	• CG sub groups to focus on key areas:
	  ○ Financial
	  ○ Operations
	  ○ Investments
	  ○ Responsible Investing
	  ○ Strategic & Governance
		Green
		Avon is represented on the financial, investments and RI subgroups

Internal process /policy change	• Cash Management, Rebalancing, Custody processes, Investment management and reporting	Green – in progress
Transition of assets	• Transition plan • Monitor transition plan, transitions, risks and costs/savings • Avon plan for transitioning legacy assets	Green – on track Green – Avon project plan; Brunel providing reports to capture costs and analyse transitions to Brunel portfolios Amber – due late 2020/21

Budget & expenditure

Risk Area	Aspects	Status
Clarity on budget agreed as part of Original Business Case	• Budget update reported to Oversight Board and Client Group • 2020/21 Budget & 3 year Business Plan agreed by Shareholders	Green – ongoing
APF budget for Brunel costs	• Investment and operational costs of Brunel included in APF 2020/21 budget • Governance costs of supporting Client side work included separately	Green – Brunel investment management fees in fee budget; CG support in governance costs
Delivery of OBC objectives - costs/savings	• Will be monitored as part of client reporting suite • Client Group to review costs against OBC	Green – reporting includes actual costs vs. budget, transition costs & fee savings, investment performance Green – ongoing after each transition