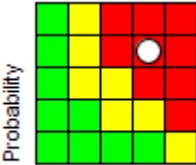
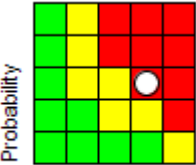
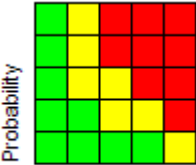
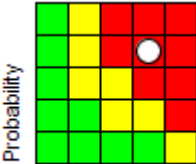
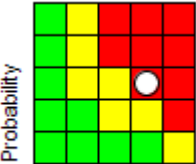
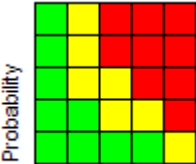
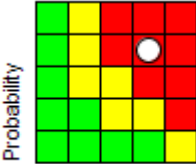
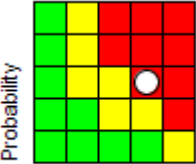
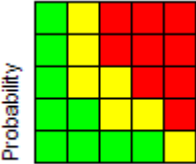
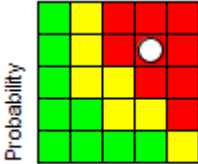
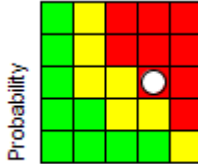
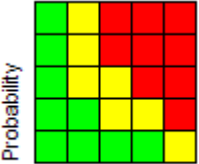
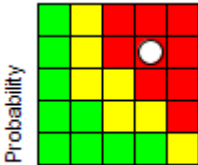
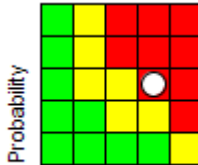
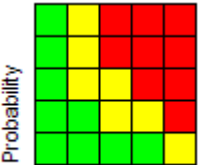





Appendix A - Teesside Pension Fund Risk Register

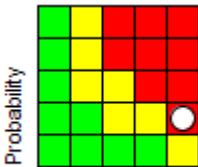

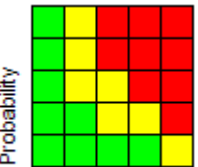
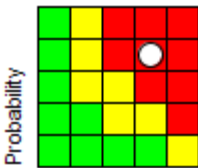


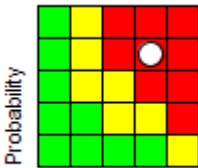
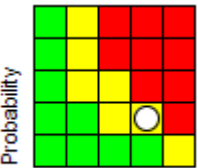
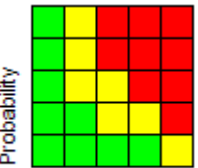
Code	Title	Original Score	Current Score	Target Score
TPF001	<p>INFLATION</p> <p>Price inflation is significantly more than anticipated: an increase in CPI inflation by X % will increase the liability valuation by Y %.</p> <p>Fund & Reputation Impact-5 Employers Impact-5 Member Impact-5</p>	 <p style="text-align: center;">20</p>	 <p style="text-align: center;">15</p>	 <p style="text-align: center;">10</p>
Current Mitigation		Future Mitigation	Responsible Officer	Expected Outcome
In assessing the member liabilities, the triennial Fund Actuary assumptions made for inflation are "conservatively" set based on independent economic data, and hedged against by setting higher investment performance targets.				
Code	Title	Original Score	Current Score	Target Score
TPF002	<p>ADVERSE ACTUARIAL VALUATION</p> <p>Impact of increases to employer contributions following the actuarial valuation.</p> <p>Fund & Reputation Impact-3 Employers Impact-5 Member Impact-1</p>	 <p style="text-align: center;">20</p>	 <p style="text-align: center;">15</p>	 <p style="text-align: center;">10</p>
Current Mitigation		Future Mitigation	Responsible Officer	Expected Outcome
Interim valuations provide early warnings. Actuary has scope to smooth impact for most employers.				
Code	Title	Original Score	Current Score	Target Score
TPF003	<p>GLOBAL FINANCIAL INSTABILITY</p> <p>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.</p> <p>Fund & Reputation Impact-5 Employers Impact-5 Member Impact-1</p>	 <p style="text-align: center;">20</p>	 <p style="text-align: center;">15</p>	 <p style="text-align: center;">10</p>
Current Mitigation		Future Mitigation	Responsible Officer	Expected Outcome
Increasing investment diversification will allow the Fund to be better placed to withstand this type of economic instability. As a long-term investor the Fund does not have to be a forced seller of assets when they are depressed in value.				
Code	Title	Original Score	Current Score	Target Score

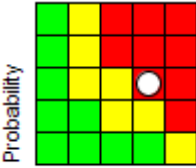
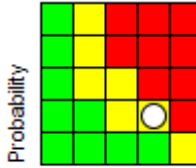

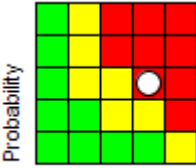
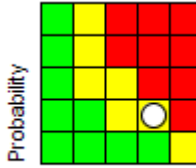
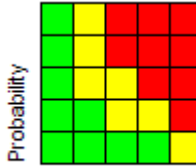
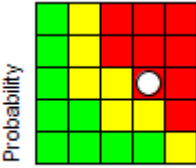
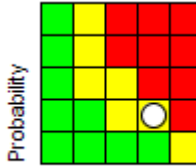
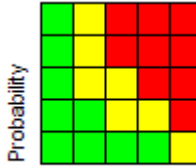
TPF004	<p>POLITICAL RISK</p> <p>Significant volatility and negative sentiment in investment markets following the outcome of adversely perceived political changes.</p> <p>Fund & Reputation Impact-5 Employers Impact-5 Member Impact-1</p>	 <p>20</p>	 <p>15</p>	
Current Mitigation		Future Mitigation	Responsible Officer	Expected Outcome
Increasing investment diversification will allow the Fund to be better placed to withstand this type of political instability. As a long-term investor the Fund does not have to be a forced seller of assets when they are depressed in value.				
Code	Title	Original Score	Current Score	Target Score
TPF005	<p>INVESTMENT CLASS FAILURE</p> <p>A specific industry investment class/market fails to perform in line with expectations leading to deterioration in funding levels and increased contribution requirements from employers.</p> <p>Fund & Reputation Impact-5 Employers Impact-5 Member Impact-1</p>	 <p>20</p>	 <p>15</p>	
Current Mitigation		Future Mitigation	Responsible Officer	Expected Outcome
Increasing investment diversification will allow the Fund to be better placed to withstand this type of market class failure. As a long-term investor the Fund does not have to be a forced seller of assets when they are depressed in value.				
Code	Title	Original Score	Current Score	Target Score
TPF012	<p>POOLING INVESTMENT UNDERPERFORMANCE</p> <p>Investments in the investment pool not delivering the required return.</p> <p>Fund & Reputation Impact-5 Employers Impact-5 Member Impact-1</p>	 <p>15</p>	 <p>15</p>	
Current Mitigation		Future Mitigation	Responsible Officer	Expected Outcome
Code	Title	Original Score	Current Score	Target Score

TPF053	CLIMATE CHANGE The systemic risk posed by climate change and the policies implemented to tackle them will fundamentally change economic, political and social systems and the global financial system. They will impact every asset class, sector, industry and market in varying ways and at different times, creating both risks and opportunities to investors. The Fund's policy in relation to how it takes climate change into account in relation to its investments is set out in its Investment Strategy Statement and Responsible Investment Policy In relation to the funding implications, the administering authority keeps the effect of climate change on future returns and demographic experience, eg. longevity, under review and will commission modelling or advice from the Fund's Actuary on the potential effect on funding as required.	 Probability Impact	20	 Probability Impact	15	 Probability Impact
		Current Mitigation	Future Mitigation	Responsible Officer	Expected Outcome	

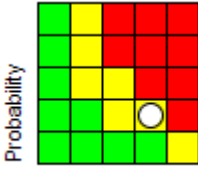
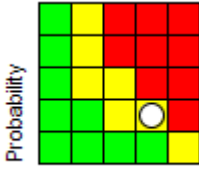


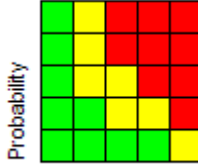
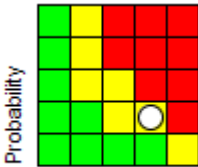

Code	Title	Original Score	Current Score	Target Score		
TPF009	HIGHER THAN EXPECTED COSTS OF INVESTMENT POOLING Higher setup and ongoing costs of Border to Coast and of the management associated with investment pooling arrangements (or lack of reduction compared to current costs). Fund & Reputation Impact-7 Employers Impact-2 Member Impact-1	 Probability Impact	21	 Probability Impact	14	 Probability Impact
		Current Mitigation	Future Mitigation	Responsible Officer	Expected Outcome	
Border to Coast's budget is set annually with the agreement of at least 9 of the 12 partner funds. Expenditure is monitored and reported to the quarterly Joint Committee meetings. Tenders for on-going suppliers and staff are all now in place.						

Code	Title	Original Score	Current Score	Target Score		
TPF010	INADEQUATE POOLING TRANSPARENCY Lack of transparency around investment pooling arrangements. Fund & Reputation Impact-7 Employers Impact-1 Member Impact-1	 Probability Impact	21	 Probability Impact	14	 Probability Impact
		Current Mitigation	Future Mitigation	Responsible Officer	Expected Outcome	
With the pooling of investment assets TPF staff will work closely with Border to Coast sub-fund asset managers and Border to Coast management to gain full clarity of performance, with						



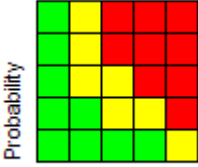
training provided to TPF staff as required.				
Code	Title	Original Score	Current Score	Target Score
TPF021	<p>INAPPROPRIATE INVESTMENT STRATEGY</p> <p>Mismatching of assets and liabilities, inappropriate long term asset allocation of investment strategy, mistiming of investment strategy.</p> <p>Fund & Reputation Impact-7 Employers Impact-7 Member Impact-1</p>	 <p>14</p>	 <p>14</p>	 <p>Impact</p>
Current Mitigation		Future Mitigation	Responsible Officer	Expected Outcome
This is mitigated by the Triennial Valuation and the engagement of Two Independent Investment Advisors.				
Code	Title	Original Score	Current Score	Target Score
TPF007	<p>KEYMAN RISK</p> <p>Concentration of knowledge & skills in small number of officers and risk of departure of key staff - failure of succession planning.</p> <p>Fund & Reputation Impact-5 Employers Impact-1 Member Impact-1</p>	 <p>20</p>	 <p>10</p>	 <p>Impact</p>
Current Mitigation		Future Mitigation	Responsible Officer	Expected Outcome
Two Deputy positions were created in 2018/19 (although one remains to be filled). These act to support deputise as required for the Head of Investments, Governance and Pensions.				
Code	Title	Original Score	Current Score	Target Score
TPF008	<p>INSUFFICIENT STAFF</p> <p>Causes failure to have time to adopt best practice by properly developing staff and processes.</p> <p>Fund & Reputation Impact-5 Employers Impact-5 Member Impact-1</p>	 <p>20</p>	 <p>10</p>	 <p>Impact</p>
Current Mitigation		Future Mitigation	Responsible Officer	Expected Outcome
In preparation for the pooling of investment assets to Border to Coast, the team was expanded and has a total complement of 9 staff. With a new investment strategy of passive rather than active management, investment transaction volumes have significantly reduced.				
Code	Title	Original Score	Current Score	Target Score

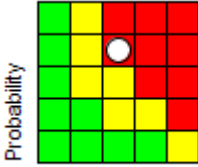
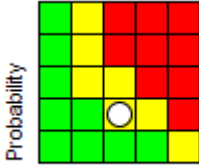
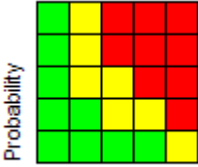
TPF011	UNANTICIPATED PAY RISES		15		10		
	Increases are significantly more than expected for employers within the Fund. Fund & Reputation Impact-5 Employers Impact-5 Member Impact-1	Probability	Impact	Probability	Impact	Probability	Impact
Current Mitigation		Future Mitigation		Responsible Officer		Expected Outcome	
1) Fund employers will monitor own experience. 2) Triennial Actuarial valuation Assumptions made on pay and price inflation (for the purposes of IAS19/FRS102 and actuarial valuations) will be long term assumptions, any employer specific assumptions above the actuaries long term assumption would lead to further review. 3) Employers are made aware of generic impact that salary increases can have upon final salary linked elements of LGPS benefits.							
Code	Title	Original Score	Current Score	Target Score			
TPF013	POOLING SYSTEMIC RISKS		15		10		
	Systemic and other investment risks not being properly managed within the investment pool; for example appropriate diversification, credit, duration, liquidity and currency risks. Fund & Reputation Impact-5 Employers Impact-5 Member Impact-1	Probability	Impact	Probability	Impact	Probability	Impact
Current Mitigation		Future Mitigation		Responsible Officer		Expected Outcome	
Appropriate due diligence is carried out regarding the structure, targets, diversification and risk approach for each sub-fund before investment. In addition, The Pensions Head of Service and Section 151 officer, will closely monitor and review Border to Coast sub-fund investment elements on an on-going basis, and reported to TPF Committee and Board.							
Code	Title	Original Score	Current Score	Target Score			
TPF014	LONGEVITY		15		10		
	Pensioners living longer: adding one year to life expectancy will increase the future service rate by 0.8%. Fund & Reputation Impact-5 Employers Impact-5 Member Impact-1	Probability	Impact	Probability	Impact	Probability	Impact
Current Mitigation		Future Mitigation		Responsible Officer		Expected Outcome	
In assessing the member longevity and pension liabilities, the Triennial Actuary assumptions made for longevity are "conservatively" set based on the latest life expectancy economic data. They are reviewed and updated at each three year Actuarial							

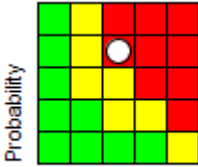
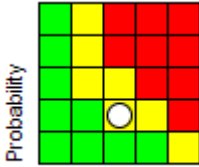
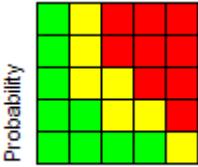
valuation. If required, further investigation can be carried out of scheme specific/employer longevity data.				
Code	Title	Original Score	Current Score	Target Score
TPF017	<p>BULK TRANSFER VALUE DISPUTE</p> <p>Failure to ensure appropriate transfer is paid to protect the solvency of the fund and equivalent rights are acquired for transferring members.</p> <p>Fund & Reputation Impact-3 Employers Impact-5 Member Impact-1</p>			
Current Mitigation		Future Mitigation	Responsible Officer	Expected Outcome
A mechanism exists within the regulations to resolve such disputes - this should reduce the financial impact of any such event.				
Code	Title	Original Score	Current Score	Target Score
TPF018	<p>TPF INVESTMENT UNDERPERFORMANCE</p> <p>Investment Managers fail to achieve performance targets over the longer term: a shortfall of X% on the investment target will result in an annual impact of £ Y m.</p> <p>Fund & Reputation Impact-5 Employers Impact-5 Member Impact-1</p>			
Current Mitigation		Future Mitigation	Responsible Officer	Expected Outcome
<ol style="list-style-type: none"> 1) The asset allocation made up of equities, bonds, property, cash etc funds, is sufficiently diversified to limit exposure to one asset category. 2) The investment strategy is continuously monitored and periodically reviewed to ensure optimal asset allocation. 3) Actuarial valuation and asset/liability study take place automatically every three years. 4) Interim valuation data is received annually and provides an early warning of any potential problems. 5) The actuarial assumption regarding asset outperformance of a measure over CPI over gilts is regarded as achievable over the long-term when compared with historical data. 				
Code	Title	Original Score	Current Score	Target Score
TPF019	<p>TPF GOVERNANCE SKILLS SHORTAGE</p> <p>Lack of knowledge of Committee & Board members relating to the investment arrangement and related legislation and guidance.</p> <p>Fund & Reputation Impact-5 Employers Impact-3 Member Impact-1</p>			

Current Mitigation		Future Mitigation	Responsible Officer	Expected Outcome
Pension Fund Committee new members have an induction programme and will have subsequent training based on the requirements of CIPFA Knowledge and Skills Framework including Pooling.				
Code	Title	Original Score	Current Score	Target Score
TPF025	<p>OUTSOURCED MEMBER ADMIN FAILURE</p> <p>XPS Administration service fails to the point where it is unable to deliver its contractual services to employers and members.</p> <p>Fund & Reputation Impact-1 Employers Impact-1 Member Impact-5</p>	 <p>10</p>	 <p>10</p>	
Current Mitigation		Future Mitigation	Responsible Officer	Expected Outcome
XPS Administration is a well-resourced established pensions administration provider which is not in financial difficulty.				
Code	Title	Original Score	Current Score	Target Score
TPF026	<p>INSECURE DATA</p> <p>Failure to hold personal data securely - i.e data stolen.</p> <p>Fund & Reputation Impact-3 Employers Impact-1 Member Impact-5</p>	 <p>10</p>	 <p>10</p>	
Current Mitigation		Future Mitigation	Responsible Officer	Expected Outcome
XPS Administration have advised they are not aware of any attempted hacking events.				
Code	Title	Original Score	Current Score	Target Score
TPF028	<p>INADEQUATE POOLING INVESTMENT EXPERTESE</p> <p>Inadequate, inappropriate or incomplete investment expertise exercised over the pooled assets.</p> <p>Fund & Reputation Impact-5 Employers Impact-5 Member Impact-1</p>	 <p>10</p>	 <p>10</p>	
Current Mitigation		Future Mitigation	Responsible Officer	Expected Outcome
Border to Coast has completed recruitment of experienced and capable management team, alongside most of its final expected complement of 70 staff.				
Code	Title	Original Score	Current Score	Target Score

TPF029	<p>INSUFFICIENT RANGE OF POOLING ASSET CLASSES</p> <p>Insufficient range of asset classes or investment styles being available through the investment pool.</p> <p>Fund & Reputation Impact-5 Employers Impact-3 Member Impact-1</p>	<p>10</p>	<p>10</p>	<p>10</p>
Current Mitigation		Future Mitigation	Responsible Officer	Expected Outcome
There is now in place a roll-out plan of different asset classes and engagement with Border to Coast to identify relevant future asset classes				
Code	Title	Original Score	Current Score	Target Score
TPF031	<p>INTERNAL COMPLIANCE FAILURES</p> <p>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.</p> <p>Fund & Reputation Impact-5 Employers Impact-1 Member Impact-1</p>	<p>10</p>	<p>10</p>	<p>10</p>
Current Mitigation		Future Mitigation	Responsible Officer	Expected Outcome
Code	Title	Original Score	Current Score	Target Score
TPF030	<p>COMMITTEE MEMBERSHIP CHANGE</p> <p>Change in membership of Pension Fund Committee leads to dilution of member knowledge and understanding.</p> <p>Fund & Reputation Impact-2 Employers Impact-1 Member Impact-1</p>	<p>8</p>	<p>8</p>	<p>8</p>
Current Mitigation		Future Mitigation	Responsible Officer	Expected Outcome
Officers and advisers provide continuity and training following changes to Committee membership.				
Code	Title	Original Score	Current Score	Target Score

TPF039	BORDER TO COAST FAILURE Failure of the operator itself, or its internal risks and controls failure of corporate governance, responsible investment, or the failure to exercise voting rights according to policy. Fund & Reputation Impact-7 Employers Impact-4 Member Impact-1	 Probability Impact	7	 Probability Impact	7	 Probability Impact	
		Current Mitigation	Future Mitigation	Responsible Officer	Expected Outcome		

Code	Title	Original Score	Current Score	Target Score			
TPF015	EMPLOYER FAILURE An employer ceasing to exist with insufficient funding, or being unable to meet its financial commitments, adequacy of bond or guarantee. Any shortfall would be attributed to the fund as a whole. Fund & Reputation Impact-2 Employers Impact-3 Member Impact-3	 Probability Impact	12	 Probability Impact	6	 Probability Impact	
		Current Mitigation	Future Mitigation	Responsible Officer	Expected Outcome		
1) Fund employers should monitor own experience. 2) Triennial Actuarial Assumptions will account for the possibility of employer(s) failure (for the purposes of IAS19/FRS102 and actuarial valuations). Any employer specific assumptions above the actuaries long term assumption, would lead to further review. 3) Employer covenant review.							

Code	Title	Original Score	Current Score	Target Score			
TPF016	ADVERSE LEGISLATIVE CHANGE Risk of changes to legislation, tax rules etc.; resulting in increases required in employer contributions. Fund & Reputation Impact-3 Employers Impact-3 Member Impact-3	 Probability Impact	12	 Probability Impact	6	 Probability Impact	
		Current Mitigation	Future Mitigation	Responsible Officer	Expected Outcome		
The process of legislative change and the actuarial valuation cycle means any such change would be flagged up well in advance. The actuary has scope to mitigate any contribution increase in respect of most Fund employers.							

Code	Title	Original Score	Current Score	Target Score
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TPF022	GDPR COMPLIANCE		9		6		
	<p>Non-compliance with GDPR regulations.</p> <p>Fund & Reputation Impact-3 Employers Impact-1 Member Impact-1</p>						
Current Mitigation		Future Mitigation		Responsible Officer		Expected Outcome	
Data protection privacy notices have been distributed by XPS Administration. The Council has established GDPR-compliant processes and procedures.							
Code	Title	Original Score	Current Score	Target Score			
TPF023	INACCURATE DATA RECORD COLLATION		9		6		
	<p>Failure to maintain proper, accurate and complete data records leading to increased errors and complaints.</p> <p>Fund & Reputation Impact-1 Employers Impact-3 Member Impact-3</p>						
Current Mitigation		Future Mitigation		Responsible Officer		Expected Outcome	
Administration data quality is being assessed as part of the triennial valuation process, as well as being assessed regularly in order to meet Pensions Regulator requirements on scheme data.							
Code	Title	Original Score	Current Score	Target Score			
TPF024	STRUCTURAL CHANGES TO EMPLOYER MEMBERSHIP		9		6		
	<p>Risk that TPF are unaware of structural changes to an employer's membership, or changes (e.g. closing to new entrants) meaning the individual employer's contribution level becomes inappropriate.</p> <p>Fund & Reputation Impact-2 Employers Impact-3 Member Impact-2</p>						
Current Mitigation		Future Mitigation		Responsible Officer		Expected Outcome	
The new XPS Administration employer liaison team will improve this by working closely with employers.							
Code	Title	Original Score	Current Score	Target Score			
TPF032	INADEQUATE POOLING DATA		6		6		
	<p>Inability to gather robust, quality or timely information from Border to Coast.</p> <p>Fund & Reputation Impact-3 Employers Impact-1 Member Impact-1</p>						

Current Mitigation	Future Mitigation	Responsible Officer	Expected Outcome
With the pooling of investment assets TPF staff will work closely with Border to Coast sub- fund asset managers and Border to Coast management to gain full clarity and reporting of performance, with training provided to TPF staff as required.			

Code	Title	Original Score	Current Score	Target Score
TPF033	ESG REPUTATIONAL DAMAGE Insufficient attention to environmental, social and governance (ESG) leads to reputational damage. Fund & Reputation Impact-2 Employers Impact-1 Member Impact-1	 Probability Impact 6	 Probability Impact 6	 Probability Impact 6

Current Mitigation	Future Mitigation	Responsible Officer	Expected Outcome
Border to Coast provides increased focus on Responsible Investment.			

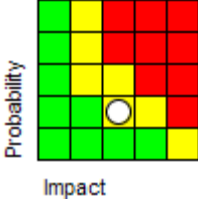
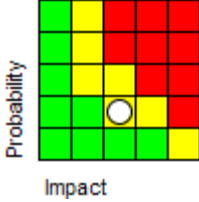
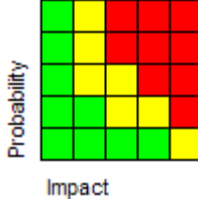

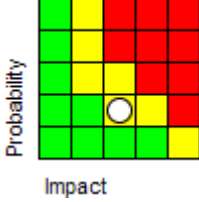
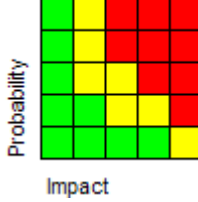
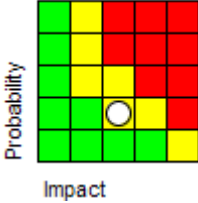
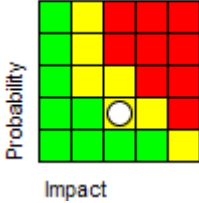

Code	Title	Original Score	Current Score	Target Score
TPF034	THIRD PARTY SUPPLIER FAILURE Financial failure of third party supplier results in service impairment and financial loss. Fund & Reputation Impact-3 Employers Impact-3 Member Impact-1	 Probability Impact 6	 Probability Impact 6	 Probability Impact 6

Current Mitigation	Future Mitigation	Responsible Officer	Expected Outcome

Code	Title	Original Score	Current Score	Target Score
TPF035	PROCUREMENT PROCESS CHALLENGES 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. Fund & Reputation Impact-3 Employers Impact-1 Member Impact-1	 Probability Impact 6	 Probability Impact 6	 Probability Impact 6


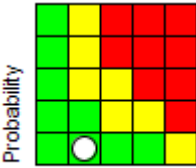
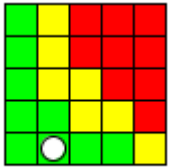
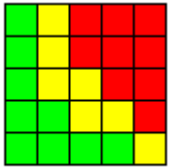
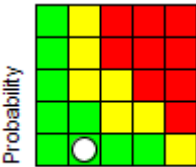
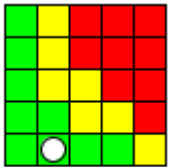
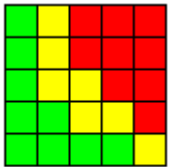

Current Mitigation	Future Mitigation	Responsible Officer	Expected Outcome

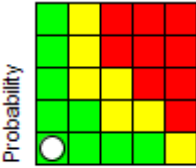
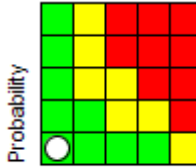




Code	Title	Original Score	Current Score	Target Score

TPF036	ASSET POOLING TRANSITION RISK Loss or impairment as a result of Asset transition. Fund & Reputation Impact-3 Employers Impact-3 Member Impact-1		6		6	
	Current Mitigation	Future Mitigation	Responsible Officer	Expected Outcome		
Code	Title	Original Score	Current Score	Target Score		
TPF037	COMPLIANCE FAILURES Failure to comply with legislative requirements e.g. SIP, FSS, Governance Policy, Freedom of Information requests, Code of Practice 14. Fund & Reputation Impact-3 Employers Impact-2 Member Impact-0		6		6	
	Current Mitigation	Future Mitigation	Responsible Officer	Expected Outcome		
Code	Title	Original Score	Current Score	Target Score		
TPF038	CUSTODY DEFAULT The risk of losing economic rights to pension fund assets, when held in custody or when being traded. The risk might arise from missed dividends or corporate actions (e.g. rights issues) or problems arising from delays in trade settlements. Fund & Reputation Impact-3 Employers Impact-3 Member Impact-1		6		6	
	Current Mitigation	Future Mitigation	Responsible Officer	Expected Outcome		
Code	Title	Original Score	Current Score	Target Score		

TPF020	INADEQUATE BORDER TO COAST OVERSIGHT	 Probability Impact	15	 Probability Impact	5	 Probability Impact	
	Insufficient resources to properly monitor pooling & Border to Coast. Fund & Reputation Impact-5 Employers Impact-5 Member Impact-1						
Current Mitigation		Future Mitigation		Responsible Officer		Expected Outcome	
Sufficient resources exist within the team to oversee and monitor Border to Coast. External providers are also involved, such as Portfolio Evaluation Limited and the two independent investment advisors.							
Code	Title	Original Score		Current Score		Target Score	
TPF042	DECISION MAKING FAILURES	 Probability Impact	5	 Probability Impact	5	 Probability Impact	
	Failure to take difficult decisions inhibits effective Fund management. Fund & Reputation Impact-5 Employers Impact-2 Member Impact-1						
Current Mitigation		Future Mitigation		Responsible Officer		Expected Outcome	
Code	Title	Original Score		Current Score		Target Score	
TPF043	CASH INVESTMENT FRAUD	 Probability Impact	5	 Probability Impact	5	 Probability Impact	
	Financial loss of cash investments from fraudulent activity. Fund & Reputation Impact-5 Employers Impact-5 Member Impact-1						
Current Mitigation		Future Mitigation		Responsible Officer		Expected Outcome	
Code	Title	Original Score		Current Score		Target Score	
TPF027	SCHEME MEMBER FRAUD	 Probability Impact	8	 Probability Impact	4	 Probability Impact	
	Fraud by scheme members or their relatives (e.g. identity, death of member). Fund & Reputation Impact-1 Employers Impact-1 Member Impact-2						
Current Mitigation		Future Mitigation		Responsible Officer		Expected Outcome	

Code	Title	Original Score	Current Score	Target Score
TPF040	<p>INACCURATE FUND INFORMATION</p> <p>In public domain leads to damage to reputation and loss of confidence.</p> <p>Fund & Reputation Impact-2 Employers Impact-2 Member Impact-1</p>			
Current Mitigation		Future Mitigation	Responsible Officer	Expected Outcome
Code	Title	Original Score	Current Score	Target Score
TPF041	<p>LIQUIDITY SHORTFALLS</p> <p>Risk of illiquidity due to difficulties in realising investments and paying benefits to members as they fall due.</p> <p>Fund & Reputation Impact-2 Employers Impact-1 Member Impact-1</p>			
Current Mitigation		Future Mitigation	Responsible Officer	Expected Outcome
Code	Title	Original Score	Current Score	Target Score
TPF044	<p>ICT SYSTEMS FAILURE</p> <p>Prolonged administration ICT systems failure.</p> <p>Fund & Reputation Impact-2 Employers Impact-2 Member Impact-3</p>			
Current Mitigation		Future Mitigation	Responsible Officer	Expected Outcome
Code	Title	Original Score	Current Score	Target Score
TPF045	<p>CONTRIBUTION COLLECTION FAILURE</p> <p>Failure to collect employee/er member pension contributions.</p> <p>Fund & Reputation Impact-1 Employers Impact-2 Member Impact-1</p>			
Current Mitigation		Future Mitigation	Responsible Officer	Expected Outcome
Code	Title	Original Score	Current Score	Target Score

TPF046	INADEQUATE DISPUTES RESOLUTION PROCESS Failure to agree and implement an appropriate complaints and disputes resolution process. Fund & Reputation Impact-1 Employers Impact-2 Member Impact-2		2		2		
Current Mitigation		Future Mitigation		Responsible Officer		Expected Outcome	
Code	Title	Original Score		Current Score		Target Score	
TPF047	BORDER TO COAST CESSATION Partnership disbands or fails to produce a proposal deemed sufficiently ambitious. Fund & Reputation Impact-2 Employers Impact-2 Member Impact-1		2		2		
Current Mitigation		Future Mitigation		Responsible Officer		Expected Outcome	
Code	Title	Original Score		Current Score		Target Score	
TPF048	POOLING CUSTODIAN FAILURE Failure to ensure safe custody of assets. Fund & Reputation Impact-2 Employers Impact-2 Member Impact-1		2		2		
Current Mitigation		Future Mitigation		Responsible Officer		Expected Outcome	
Code	Title	Original Score		Current Score		Target Score	
TPF049	OFFICER FRAUD Fraud by administration staff. Fund & Reputation Impact-5 Employers Impact-1 Member Impact-1		1		1		
Current Mitigation		Future Mitigation		Responsible Officer		Expected Outcome	
Code	Title	Original Score		Current Score		Target Score	

TPF050	EXCESSIVE ADMIN COSTS		1		1		
	Excessive costs of member benefit administration leads to lack of VFM and loss of reputation. Fund & Reputation Impact-1 Employers Impact-1 Member Impact-1	Probability Impact		Probability Impact		Probability Impact	
Current Mitigation		Future Mitigation		Responsible Officer		Expected Outcome	
Code	Title	Original Score		Current Score		Target Score	
TPF051	ERRONEOUS MEMBER BENEFIT CALCS		1		1		
	Risk of incorrect calculation of members benefits. Fund & Reputation Impact-1 Employers Impact-1 Member Impact-2	Probability Impact		Probability Impact		Probability Impact	
Current Mitigation		Future Mitigation		Responsible Officer		Expected Outcome	
Code	Title	Original Score		Current Score		Target Score	
TPF052	INADEQUATE MEMBER COMMS		1		1		
	Increased workload for pensions team or increased opt-outs if communications inadequate or misunderstood. Fund & Reputation Impact-2 Employers Impact-1 Member Impact-1	Probability Impact		Probability Impact		Probability Impact	
Current Mitigation		Future Mitigation		Responsible Officer		Expected Outcome	