

Training & Resources Risk

Risk Detail				Current Situation	Scoring			Management and Monitoring						
Risk & Nature of Risk	Cause of Risk	Implications of Risk	Risk Owner & Impact Period	Current Risk Controls	Severity	Probability	Score	Current Status	Action Required	Responsible Party & Review Date	Progress Report/ Comments			
T.1	The WPP fails to maintain and foster appropriate expertise and knowledge amongst relevant personnel	<ul style="list-style-type: none"> Knowledge gap of new or existing personnel. Unsatisfactory Training program. Poor attendance at training events. Potential for risk to increase during local election period. 	Knowledge gaps result in ineffective action, inability to deliver on responsibilities and inappropriate decision making.	<ul style="list-style-type: none"> Ensure sufficient training takes place Maintain a mechanism for accessing training requirements Ensure that new personnel receive appropriate training at the outset of their duties (for example induction training which is now in place) 	Current			3	1	3	👍	N/A	OWG	During COVID, the training events have and continue to be undertaken virtually. Training plan in place & in progress. Induction delivered to all JGC members with positive feedback. Governance documents pack also shared as part of the induction. Noted that there may be IGC changes as a result of local elections but the impact of this and any additional actions required will be assessed at that time.
	Operational / Reputational / Financial				Medium Term	Target								
T.2	The WPP makes inappropriate or untimely decisions.	<ul style="list-style-type: none"> Lack of resources. Relevant WPP personnel have overwhelming and/or conflicting priorities. Lack of engagement or attendance from relevant personnel. Decision made are not picked up internally in a timely manner. 	The WPP makes inappropriate decisions. Delays in decision making reduces the effectiveness of decisions and/ or leads to a negative impact	<ul style="list-style-type: none"> Decisions made are noted and assigned to relevant personnel Meeting attendance and absentees are noted at the commencement of each meeting Annual review of resource requirements Use of external suppliers when additional resources are required Business Plan and Work Plan in place to prioritise key decisions and activities 	Current			4	1	4	👍	N/A	OWG	N/A
	Operational / Reputational / Financial				Medium Term	Target								
T.3	The WPP fails to attract, appoint and retain personnel, suppliers and providers.	<ul style="list-style-type: none"> Inappropriate decisions are made due to a lack of input and opinions from relevant personnel, adviser and/ or suppliers. The WPP makes inappropriate decisions due to a lack of information/ knowledge/ advice. The WPP has insufficient resources to carry out its work and deliver on its duty to stakeholders. 	The WPP is unable to meet the requirements of its key stakeholders. The WPP makes inappropriate decisions which could result in financial loss, inefficiencies, reputational risk.	<ul style="list-style-type: none"> Timely identification of the WPP's requirements If a resource requirement is identified, then the relevant resourcing/ procurement exercises are carried out Use of the National Framework Regular market engagement to ensure that WPP remains a competitive and attractive employer/ client 	Current			4	1	4	👍	N/A	OWG	N/A
	Operational / Reputational / Financial				Medium Term	Target								
T.4	Key Personnel Risk at Host Authority	<ul style="list-style-type: none"> Certain people leave the HA. HA fails to put in place effective succession plans. Roles and responsibilities of the HA are too heavily concentrated amongst a limited body of individuals. 	HA is unable to provide support to the WPP. No Action or ineffective action is taken leading to financial loss or inefficiencies. Key knowledge and existing relationships are lost.	<ul style="list-style-type: none"> Ensure sufficient training and succession planning takes place Maintain a mechanism for accessing training requirements amongst existing HA Personnel Ensure that new personnel receive appropriate training at the outset of their duties OWG personnel & Hymans are skilled to a point that they could step in to fulfil short term skills gaps. Robust filing, policies & processes in place to allow for quick & efficient take over. 	Current			5	2	10	👍	OWG	Work HA do could possibly be covered in the short term by others in the OWG. Also Hymans could fulfil roles in the short term - this has been utilised to cover short term resource gaps. Target revised to 5 & 2 to reflect the feasibility of mitigating the risk.	
	Operational/ Reputational / Financial				Short Term	Target								5

Communication Risk

Risk Detail				Current Situation	Scoring			Management and Monitoring			
Risk & Nature of Risk	Cause of Risk	Implications of Risk	Risk Owner & Impact Period	Current Risk Controls	Severity	Probability	Score	Current Status	Action Required	Responsible Party & Review Date	Progress Report/ Comments
C.1	The WPP fails to effectively communicate and engage with internal stakeholders.	<ul style="list-style-type: none"> The WPP internal communication strategies are ineffective or not adhered to. Inappropriate decisions are made due to a lack of input and opinions from key stakeholders (e.g. views and requirements of Constituent Authorities). The WPP makes inappropriate decisions which could result in inefficiencies, reputational risk, alienation and a loss of engagement from key stakeholders.	WPP Personnel	<ul style="list-style-type: none"> WPP communication policy covers internal communication which is reviewed annually Use of a documents portal for internal users Use of multiple communication channels Regular engagement with internal stakeholders (e.g. meetings, bi-weekly calls and emails) Regular questionnaires issued to CA's Regular use of sub-groups where required 	Current				The OWG will review how the diversity and volume of input and opinions from the WPP's internal stakeholders can be increased, the findings will be discussed. This includes the consideration of Scheme Member representation on the JGC. Implementation of scheme member representation on the JGC.	OWG	Annual review of WPP's comms policy has taken place, alongside communication approach. Formalisation of appointment of scheme member representation in early stages.
	Reputational / Operational				Medium Term	4	2				
C.2	The WPP fails to effectively communicate and engage with external stakeholders.	<ul style="list-style-type: none"> The WPP fails to articulate its beliefs and objectives to external parties. The WPP is not forthcoming or active in seeking engagement with relevant external parties. The WPP Communication Policy is not effective or far reaching enough. The WPP doesn't have sufficient resources to carry out the required communication and engagement activities. The WPP fails to incorporate guidance and advise for relevant external parties. External Parties perception of the WPP is unreflective and harmful. The WPP's reputation is negatively impacted.	WPP Personnel	<ul style="list-style-type: none"> WPP communication policy covers external communication which is reviewed annually. WPP website regularly maintained Use of external communication channels and press releases Regular engagement with external stakeholders (e.g. The MHCLG, SAB, Pension Regulator Conference attendance) Annual WPP update and report published 	Current				N/A	OWG	The risk group discussed the severity of all communication risks and agreed that the severity score of all is the same. All risks now have a severity score of 4.
	Reputational / Operational				Medium Term	4	1				
C.3	Advice and relevant information is not presented in a way that aids decisions making.	<ul style="list-style-type: none"> Advice and information is not adequately targeted to the relevant audience. The format and presentation of advice and information is not well designed to the audience. The intended audience and/ or scope of advice & information is unclear. Insufficient time or resources is given to the formulation and/ or consideration of advice/ information. The WPP makes inappropriate decisions due to a lack of information and/ or advice. Inappropriate decisions result in inefficiencies/ financial risk and reputational risk	WPP Personnel/ The Operator/ Investment Manager/ Oversight Adviser/ Other Advisers and Suppliers	<ul style="list-style-type: none"> WPP personnel, in particular decision makers, are actively encouraged to provide feedback on the relevance and presentation of advice and information Advice & information is normally presented in at least two formats (verbal and written) Solely verbal updates are kept to a minimum Sufficient time and opportunity is given to the asking of clarification questions Draft advice or information is normal shared with the HA, for a sensibility check, prior to being shared or presented The WPP's governance structure allows for multiple checks and balance prior to decisions being made 	Current				N/A	OWG	The risk group discussed the severity of all communication risks and agreed that the severity score of all is the same. All risks now have a severity score of 4.
	Operational / Reputational / Financial				Long Term	4	1				