

# Transforming risk management into a strategic governance tool

## Client Context

An almost £3 billion defined benefit pension scheme with approximately 25,000 members had recently closed to future accrual. As part of its ongoing governance framework, the Trustee Board was reviewing its approach to risk management in light of The Pensions Regulator's General Code and the development of its Effective System of Governance (ESOG).

## Challenge

The Scheme's existing Risk Register was high level and no longer provided the depth or visibility required to support effective governance. While it documented risks, it did not fully capture the key risks facing the Scheme or provide Trustees with a practical way of reviewing, monitoring and managing them.

As part of its wider governance review and consideration of the General Code, the Trustee Board wanted to develop a more robust, yet proportionate approach to risk management that aligned with integrated risk management best practice.

The objective was to create a Risk Register that would become an active governance tool, enabling Trustees to identify emerging risks earlier, monitor mitigation activity and support more informed decision-making. The Trustee Board and in-house team did not have the capacity to undertake this and appointed IGG's Outsourced Governance Services team to undertake this review as a stand alone service.

## At a glance



**Scheme size**

**£3bn**

**defined benefit  
pension scheme**



**Membership**

**25,000**

**members**



**Outcome**

**Live risk  
management  
framework**



## Solution

IGG worked closely with the Trustee Board, Trustee Secretary, Company and the Scheme's sub-committees to develop a completely redesigned Risk Register tailored specifically to the Scheme.

Existing risks were reviewed and mapped into a new framework aligned with the Scheme's governance structure and integrated risk management principles. Throughout the process, the Risk Register was reviewed collaboratively by all relevant stakeholders to ensure it accurately reflected the risks facing the Scheme and the controls already in place, and additional controls required.

The new structure was designed to make ongoing governance more effective. Rather than reviewing the entire register at every meeting, Trustees could undertake focused deep-dive reviews of individual risk categories throughout the year, enabling more meaningful discussion while ensuring the full register was reviewed annually.



## Result

The new Risk Register has transformed the way risk is managed across the Scheme. Rather than acting as a static compliance document, it now provides a live governance framework that enables Trustees to understand the Scheme's most significant risks, actively monitor changes and consider mitigation actions before issues arise.

The enhanced framework is also supporting the development of a Risk Dashboard, enabling the Audit and Risk Committee to provide concise reporting to the Trustee Board and allowing Trustees to focus discussions on key risks, controls and management actions.

The result is a more proportionate, practical and strategic approach to governance, strengthening risk oversight while supporting compliance with the expectations of The Pensions Regulator's General Code.

## IGG Delivered



Development of a  
Scheme-specific Risk  
Register



Integrated risk  
management  
framework



Governance  
framework aligned to  
the General Code



Live risk monitoring  
and reporting  
approach

# Why This Matters for Pension Schemes

Trustee Boards are facing increasing regulatory expectations, growing stakeholder complexity and greater pressure on internal resource. Delivering effective governance requires experienced support, clear coordination and robust governance processes that keep activity moving and enable Trustees to focus on strategic decision-making.

For many Schemes, maintaining the right level of governance resource can be challenging, particularly during periods of change, increased workload or competing priorities. Outsourced governance provides flexible access to experienced Scheme Secretaries and governance professionals, helping strengthen governance arrangements, build greater resilience and provide the right expertise when it is needed.



## IGG's role

IGG acts as a trusted governance partner, providing experienced Scheme Secretaries and governance professionals who become an extension of your Trustee Board.

Our support can be tailored to your scheme and existing team, from interim or co-sourced resource through to a fully outsourced governance service.

- ✓ Experienced Scheme Secretarial and governance support
- ✓ Trustee meeting and governance management
- ✓ Effective adviser and stakeholder coordination
- ✓ Governance planning, records and action tracking
- ✓ Support through regulatory change and strategic projects

The result is experienced, flexible governance support that keeps activity on track while allowing Trustees to focus their time where it adds most value.



## The value

Outsourcing provides immediate access to experienced governance professionals without the need to increase permanent resource, with the wider IGG team providing additional expertise, resilience and continuity.

With IGG's Outsourced Governance Services, schemes can benefit from:

- Flexible support that can scale as needs change
- Greater resilience and reduced key-person risk
- Access to wider specialist expertise
- Stronger governance coordination and oversight
- More Trustee time focused on strategic priorities

Whether experiencing a gap in governance resource, navigating significant change, undertaking a major strategic project or looking to strengthen existing governance arrangements, IGG can provide the right level of support at the right time.



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