

Essex Pension Fund Risk Register																	
Risk Area: Essex Pension Fund		Date: 28/02/2010	Version no: 3														
Objectives Area at Risk	Objective at Risk	Risk Ref	Description of Risk of not Achieving the Objectives	Risk Category	Risk Type	Gross Impact	Gross Probability	Gross Risk score	Possible Actions	Residual Impact	Residual Probability	Residual Risk Score	Assigned to (Risk Owner)	Status	Review Date	Date last reviewed	Days overdue
Governance Risks																	
Governance	Act with integrity and be accountable to our stakeholders for our decisions, ensuring they are robust and well based	G1	Failure of governance arrangements to match up to recommended best practice leads to loss of reputation and employer confidence and/or need to make major changes at short notice.	Strategic threat	Governance/Reputational	3	2	6	Work with independent governance adviser and other advisers to review and improve governance arrangements	3	1	3	Karen McWilliam				
Governance	Act with integrity and be accountable to our stakeholders for our decisions, ensuring they are robust and well based	G2	Ultra vires Pension Fund actions lead to financial loss and damage reputation.	Strategic threat	Financial/Reputational	2	2	4	Ongoing advice from governance officer and independent governance adviser	2	1	2	Karen McWilliam				
Governance	Provide a high quality 'gold standard' service whilst maintaining value for money	G3	Failure to disclose relevant facts in the Report and Accounts or during the audit	Directorate threat	Governance	2	3	6	Robust review and sign off process in place to check .	2	1	2	Kevin McDonald				
Governance	Ensure the Pension Fund is managed and its services delivered by people who have the appropriate knowledge and expertise	G4	Change to LGPS e.g. move to part DC and lack of expertise in this area in PFB	Strategic threat	Governance	3	2	6	Training plan will be put in place. Use of advisers to provide relevant information and recommendations.	2	2	4	Jody Evans				
Governance	Provide a high quality 'gold standard' service whilst maintaining value for money	G5	Production of incorrect accounts, notices and publications	Directorate threat	Governance	2	3	6	Robust review and sign off process in place to check .	2	1	2	Kevin McDonald				
Governance	Ensure the Pension Fund is managed and its services delivered by people who have the appropriate knowledge and expertise	G6	Low knowledge amongst PFB members due to high turnover of members	Directorate threat	Governance	2	4	8	Training plan is in place including immediate training for new members	1	1	1	Martin Quinn				
Governance	Ensure the Pension Fund is managed and its services delivered by people who have the appropriate knowledge and expertise	G7	Failure of succession planning for key roles on PFB	Directorate threat	Governance	3	2	6	Difficult to manage given local election cycles.	3	2	6	Judith Dignam				
Governance	Ensure the Pension Fund is managed and its services delivered by people who have the appropriate knowledge and expertise	G8	Failure of Officers to maintain sufficient level of competence to discharge their duties	Directorate threat	Governance	3	3	9	Training plans in place through "my performance". Attendance at training events, engagement with peer group and working towards CIPFA KSF.	1	1	1	Martin Quinn				
Governance	Ensure the Pension Fund is managed and its services delivered by people who have the appropriate knowledge and expertise	G9	Failure to delegate matters which should be performed by Officers	Directorate threat	Governance	2	4	8	Clear delegation policies/procedures are in place and reviewed regularly. Independent governance adviser advises on best use of PFB time.	1	1	1	Martin Quinn				
Governance	Ensure the Pension Fund is managed and its services delivered by people who have the appropriate knowledge and expertise	G10	Failure to appoint relevant advisors and review their performance	Directorate threat	Governance/Reputational	2	2	4	Formulate adviser procurement strategy, including performance measures	2	1	2	Kevin McDonald				
Governance	Ensure the Pension Fund is managed and its services delivered by people who have the appropriate knowledge and expertise	G11	If there is inadequate succession planning, staff could leave or go on long term absence and others may not have the skills to pick up those areas of work	Service threat	Staff	3	2	6	Ensuring key areas are covered by at least two members of staff.	2	1	2	Jody Evans				
Governance	Evolve and look for new opportunities that may be beneficial for our stakeholders, ensuring efficiency at all times	G12	Insufficient staff causes failure to free up time to look for other best practice areas then opportunities may be missed	Service threat	Financial / Customer/ Stakeholder Related	2	3	6	Ongoing review of staffing (e.g. staffing ratios v other funds) and regularly update PFB on general progress.	2	3	6	Jody Evans				
Governance	Act with integrity and be accountable to our stakeholders for our decisions, ensuring they are robust and well based	G13	Failure to recognise conflicts of interest	Directorate threat	Governance	3	2	6	Board is regularly trained to recognise conflicts and ensure frequent discussions as part of business as normal	2	1	2	Karen McWilliam				
Governance	Act with integrity and be accountable to our stakeholders for our decisions, ensuring they are robust and well based	G14	If conflict of interests arise within PFB then lower contribution rates could be set that put future solvency at risk	Strategic threat	Financial	3	3	9	Board is regularly trained to recognise conflicts and ensure frequent discussions as part of business as normal	2	1	2	Karen McWilliam				
Governance	Act with integrity and be accountable to our stakeholders for our decisions, ensuring they are robust and well based	G15	Infringement of contracts for the supply of services (investment management, investment advice, actuarial services, custodial services etc) to the Pension Fund leads to reputational and financial loss.	Directorate threat	Financial / Reputations	1	2	2	Formulate adviser procurement strategy, including performance measures and contract fulfilment checks	1	1	1	Kevin McDonald				
Governance	Act with integrity and be accountable to our stakeholders for our decisions, ensuring they are robust and well based	G16	Failure to produce proper signed notes of relevant meetings	Directorate threat	Governance	1	4	4	All notes prepared by properly trained officer and agreed with other officers/advisers as well as PFB.	1	1	1	Judith Dignam				
Governance	Act with integrity and be accountable to our stakeholders for our decisions, ensuring they are robust and well based	G17	Failure of PFB members to leave their prejudices behind	Strategic threat	Reputational	2	3	6	Regularly review performance of PFB members and committee actions	1	2	2	Martin Quinn				
Governance	Understand and monitor risk and compliance	G18	Failure of business continuity planning	Service threat	Financial	3	2	6	Business continuity plan in place and regularly tested	1	1	1	Jody Evans				
Governance	Understand and monitor risk and compliance	G19	New risks are not identified or risk register is not kept up to date	Service threat	Governance	3	2	6	Officers to put process in place. Key risks reported to PFB each meeting.	2	1	2	Kevin McDonald				
Governance	Continually measure and monitor success against our objectives	G20	Failure to have formal monitoring of KPIs in place leads to officers being unable to produce accurate performance management reports. Risk of manual intervention when producing management reports leading to lack of audit trail	Service threat	Financial	2	3	6	M.I.s are being put in place against objectives - due to be live around April/May.	2	2	4	Jody Evans				
Governance	Continually measure and monitor success against our objectives	G21		Service threat	Governance	2	1	2	review reporting requirements and consider use of automated extraction from Axis of required data	2	1	2	Jody Evans				
Governance	Pursue socially responsible business practices	G22	Failure to manage the Fund in line with policies	Strategic threat	Governance	1	2	2	Monitor application of the policies via M.I. Measurements	1	1	1	Martin Quinn				
Investment Risks																	
Investments	To maximise the returns from investments within reasonable risk parameters	I1	the Actuary in funding the plan this could lead to an increasing deficit and additional contribution requirements. The larger the level of mismatch between assets and liabilities the bigger this risk.	Directorate Threat	Financial	4	3	12	Diversified portfolio; Annual Strategy Review; Asset Liability Study, extended recovery periods to smooth contribution increases	3	2	6	Kevin McDonald				
Investments	To maximise the returns from investments within reasonable risk parameters	I2	Inefficiencies within the portfolio can result in unintended risks	Directorate Threat	Financial	3	3	9	Diversified portfolio; Annual Strategy Review; Quantification of individual components of financial risks, Hedging of some risks, Obtain expert advice	2	1	2	Kevin McDonald				
Investments	To maximise the returns from investments within reasonable risk parameters	I3	If investment returns are below peer group funds, or risk levels are excessive relative to peer group, this could lead to reputational damage for the Fund or member/admitted body dissatisfaction.	Directorate Threat	Reputational	3	3	9	Regular monitoring; Annual Strategy Review; Targeting most efficient portfolio	2	2	4	Kevin McDonald				

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Investments	To maximise the returns from investments within reasonable risk parameters	I4	Risk of missing opportunities to maximise returns	Directorate Threat	Financial	2	3	6	Regular monitoring; more than one investment adviser; dialogue with existing managers to encourage new ideas; peer group dialogue	2	2	4	Kevin McDonald				
Investments	To maximise the returns from investments within reasonable risk parameters	I5	If investment strategy is inconsistent with Funding Plan then it can lead to employers paying the incorrect contribution rate	Directorate Threat	Financial/Reputational	4	3	12	Triennial Reviews linked with Funding Strategy & Investment Strategy. Asset Liability Study; SIP; Interim Reviews; co-ordination between actuary and investment consultant	2	1	2	Kevin McDonald				
Investments	To maximise the returns from investments within reasonable risk parameters	I6	Fund managers underperform their benchmarks	Directorate Threat	Financial	2	2	4	Manager selection process and due diligence; manager monitoring across wide range of issues; diversified portfolio of managers; setting of appropriate benchmarks	2	1	2	Kevin McDonald				
Investments	To ensure the Fund is properly managed	I7	Inappropriate or uninformed decisions e.g. due to lack of understanding / training	Directorate Threat	Financial/Reputational	3	3	9	Experience of ISC members; training; monitoring of knowledge and understanding; appointment of investment consultant and two independent advisers; experience of in house team; papers prepared in advance of decisions being made; Annual Strategy Review sets plan for year	1	2	2	Kevin McDonald				
Investments	To ensure the Fund is properly managed	I8	Insufficient management information about the position of the Fund e.g. level of risk; amount of assets; performance of managers	Directorate Threat	Financial/Reputational	2	3	6	Regular quarterly reporting on assets, performance and managers; Annual Strategy Review	1	1	1	Kevin McDonald				
Investments	To ensure the Fund is properly managed	I9	Failure to take expert advice or risk of poor advice	Directorate Threat	Financial/Reputational	2	3	6	Appointment of investment consultant and two independent advisers, who regularly attend meetings	1	1	1	Kevin McDonald				
Investments	To ensure the Fund is properly managed	I10	Delays in implementation of decisions reduces the effectiveness of the decision	Directorate Threat	Financial/Reputational	2	3	6	In house team; use of passive manager to implement change; delegation of implementation to officers and advisers	1	2	2	Kevin McDonald				
Investments	To ensure the Fund is properly managed	I11	If liquidity is not managed correctly, assets may need to be sold at unattractive times or investment opportunities missed as cash is unavailable.	Directorate Threat	Financial/Reputational	2	2	4	Limit on illiquid assets and level of diversification from equities and bonds; projection of expected cashflows	1	1	1	Kevin McDonald				
Investments	To ensure the Fund is properly managed	I12	Insufficient scrutiny of manager mandates and terms of business may lead to inappropriate fee levels or other costs.	Directorate Threat	Financial/Reputational	2	3	6	Quarterly monitoring; review of fees versus peer group; selection criteria include fees and other costs	1	2	2	Kevin McDonald				
Investments	To ensure the Fund is properly managed	I13	Failure of manager or custodian	Directorate Threat	Financial/Reputational	3	1	3	Quarterly monitoring; SAS70 audit reports; investment consultant ongoing research; diversification of manager mandates; diversification of custody via pooled funds	2	1	2	Kevin McDonald				
Investments	To ensure the Fund is properly managed	I14	Failure to react to major change in market / economic conditions	Directorate Threat	Financial	3	2	6	Quarterly monitoring, setting appropriate mandates for managers, appointment of investment consultant and independent advisers, review of market conditions at each meeting, regular engagement with investment managers	2	1	2	Kevin McDonald				
Investments	Ensure all significant Fund investment issues are communicated properly to all interested parties	I15	Inappropriate communication of risks involved in the pension fund and strategy adopted and actions taken by the ISC may lead to questions and challenge and unexpected increases in contributions	Directorate Threat	Reputational	2	3	6	Resourcing of in house team; discussion forums and surgeries; statement of investment principles; funding strategy statement	1	2	2	Kevin McDonald				
Funding Risks																	
Funding	Achieve and then maintain assets equal to 100% of liabilities within reasonable risk parameters	F1	Investment markets perform below actuarial assumptions resulting in reduced assets, reduced solvency levels and increased employer contributions	Strategic Threat	Financial / Reputational	4	2	8	Use of a diversified portfolio which is regularly monitored against targets and reallocated appropriately. At each triennial valuation assess funding position and progress made to full funding. Full annual interim reviews to enable consideration of the position.	2	2	4	Martin Quinn				
Funding	Achieve and then maintain assets equal to 100% of liabilities within reasonable risk parameters	F2	Market yields move at variance with actuarial assumptions resulting in increases in liabilities, reduced solvency levels and increased employer contributions	Strategic Threat	Financial / Reputational	4	2	8	Full annual interim reviews to enable consideration of the position and the continued appropriateness of the funding/investment strategies and to monitor the exposure to unrewarded risks.	3	2	6	Martin Quinn				
Funding	Achieve and then maintain assets equal to 100% of liabilities within reasonable risk parameters	F3	Investment managers fail to achieve performance targets (i.e. ensure funding target assumptions are consistent with funding objectives) which reduces solvency levels and increases required in employers' contributions	Strategic Threat	Financial / Reputational	3	3	9	Diversified investment structure and frequent monitoring against targets with potential for a change of managers where considered appropriate.	2	2	4	Martin Quinn				
Funding	Achieve and then maintain assets equal to 100% of liabilities within reasonable risk parameters	F4	Mortality rates continue to improve, in excess of the allowances built into the evidence based actuarial assumptions, resulting in increased liabilities, reduced solvency levels and increased employer contributions	Strategic Threat	Financial / Reputational	3	3	9	Monitoring of mortality experience factors being exhibited by the Fund members by Fund Actuary and consequent variation of the actuarial assumptions based on evidential analysis.	2	2	4	Martin Quinn				
Funding	Achieve and then maintain assets equal to 100% of liabilities within reasonable risk parameters	F5	Frequency of early retirements increases to levels in excess of the actuarial assumptions adopted resulting in increases required in employers' contributions	Strategic Threat	Financial / Reputational	3	3	9	Employers required to pay capital sums to fund costs for non-ill health cases. Regular monitoring of early retirement (including on the grounds of ill health) experience being exhibited by the Fund members by Fund Actuary and consequent variation of the actuarial assumptions based on evidential analysis. Ensure that employers are made aware of consequences of their decisions and that they are financially responsible.	2	2	4	Martin Quinn				
Funding	To determine employer contribution requirements recognising the desirability of maintaining as nearly constant employer contributions as possible	F6	Failure to apply and demonstrate fairness in the differentiated treatment of different fund employers by reference to their own circumstances and covenant	Partnership / Strategic Threat	Financial/Reputational	4	3	12	At each triennial actuarial valuation an analysis is carried out to assess covenant and affordability on a proportional basis. Dialogue with employers wherever possible.	2	2	4	Martin Quinn				
Funding	To determine employer contribution requirements recognising the desirability of maintaining as nearly constant employer contributions as possible	F7	Mismatch in asset returns and liability movements result in increased employer contributions	Strategic Threat	Financial / Reputational	4	3	12	Diversified investment structure and frequent monitoring against targets to adjust funding plans accordingly through the FSS. Employers are kept informed as appropriate.	3	2	6	Martin Quinn				

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Funding	To determine employer contribution requirements recognising the desirability of maintaining as nearly constant employer contributions as possible	F8	Pay and consumer price inflation significantly different from actuarial assumptions resulting in increases required in employers' contributions	Strategic Threat	Financial / Reputational	3	2	6	At each triennial actuarial valuation an analysis is carried to ensure that the assumptions adopted are appropriate and monitor actual experience. Discussions with employers over expected progression of pay in the short and long term.	2	2	4	Martin Quinn				
Funding	To determine employer contribution requirements recognising the desirability of maintaining as nearly constant employer contributions as possible	F9	Potential for significant increases in contributions to levels which are unaffordable. Ultimate risk is the possibility of the employers defaulting on their contributions	Strategic Threat	Financial / Reputational	3	3	9	Risk profile analysis performed with a view on the strength of individual employer's covenant being formed when setting terms of admission agreement (inc bonds) and in setting term of deficit recovery whilst attempting to keep employers' contributions as stable and affordable as possible. Pursue a policy of positive engagement with a view to strengthening employer covenants wherever possible	2	2	4	Martin Quinn				
Funding	To determine employer contribution requirements recognising the desirability of maintaining as nearly constant employer contributions as possible	F10	Adverse changes to LGPS regulations resulting in increases required in employers' contributions or Fund cashflow requirements.	Strategic Threat	Financial / Reputational	4	2	8	Ensuring that Fund concerns are considered by the Officers/Board as appropriate and raised in consultation process with decision makers lobbied. Employers and interested parties to be kept informed. Monitor potential impact for employers in conjunction with Actuary.	3	1	3	Martin Quinn				
Funding	To determine employer contribution requirements recognising the desirability of maintaining as nearly constant employer contributions as possible	F11	Adverse changes to other legislation, tax rules, etc resulting in increases required in employers' contributions	Strategic Threat	Financial / Reputational	3	2	6	Ensuring that Fund concerns are considered by the Officers/Board as appropriate and raised in consultation process with decision makers lobbied. Employers and interested parties to be kept informed. Monitor potential impact for employers in conjunction with Actuary.	3	1	3	Martin Quinn				
Funding	To manage employers' liabilities effectively by the adoption of employer specific funding objectives	F12	Administering authority unaware of structural changes in an employer's membership, or not being advised of an employer closing to new entrants, meaning that the individual employer's contribution level becomes inappropriate requiring review and increase	Partnership Threat	Financial / Reputational	3	3	9	Ensure that employers are reminded of their responsibilities, monitor and send reminders of employers responsibilities re this where appropriate, investigate the adoption of an administration strategy to clarify employer responsibilities. Risk profile analysis and officer dialogue with employers concerned (including guarantors as appropriate)	2	2	4	Martin Quinn				
Funding	To manage employers' liabilities effectively by the adoption of employer specific funding objectives	F13	Not recognising opportunities from changing market, economic or other circumstances (e.g. de-risking or strengthening of covenant)	Strategic Threat	Financial/Reputation al	3	3	9	At each triennial valuation pursue a policy of positive engagement with a view to strengthening employer covenants wherever possible.	2	2	4	Martin Quinn				
Funding	To manage employers' liabilities effectively by the adoption of employer specific funding objectives	F14	Adoption of either an inappropriately slow or rapid pace of funding in the specific circumstances for any particular employer	Partnership / Strategic Threat	Financial/Reputation al	3	4	12	At each triennial actuarial valuation an analysis is carried out to assess covenant and affordability on a proportional basis. Dialogue with employers wherever possible.	2	2	4	Martin Quinn				
Funding	To manage employers' liabilities effectively by the adoption of employer specific funding objectives	F15	Failure to ensure appropriate transfer is paid to protect the solvency of the Fund and equivalent rights are acquired for transferring members in accordance with the regulations.	Strategic Threat	Financial/Reputation al	2	3	6	Follow the standardised approach to bulk transfers of liabilities as part of admission policy framework, complying with any statutory requirements and protecting the interests of the Fund's employers by measuring the solvency of the Fund and relevant employers before and after transfer.	2	1	2	Martin Quinn				
Funding	To have consistency between the investment strategy and funding strategy	F16	employer funding requirements due to inconsistent approach or failing to recognise the impact of the investment strategy on funding	Strategic Threat	Financial/Reputation al	3	3	9	Measurement will look at expected return projections vs actuarial assumptions in order to test the continued appropriateness and consistency between the funding and investment strategy.	2	2	4	Martin Quinn				
Funding	Maintain liquidity in order to meet projected net cash-flow outgoings	F17	Illiquidity of certain markets and asset classes and difficulty in realising investments and paying benefits as they fall due	Strategic Threat	Financial	3	3	9	Holding liquid assets and maintain positive cashflows. Reviews performed to monitor cashflow requirements	2	1	2	Martin Quinn				
Funding	Maintain liquidity in order to meet projected net cash-flow outgoings	F18	Unanticipated onset of cash-flow negative position, potentially requiring ad hoc repositioning of assets	Strategic Threat	Financial	3	3	9	Holding liquid assets and maintain positive cashflows. Reviews performed to monitor cashflow requirements	2	1	2	Martin Quinn				
Funding	Minimise unrecoverable debt on termination of employer participation	F19	An employer ceasing to exist with insufficient funding, adequacy of bond or guarantee. In the absence of all of these, the shortfall will be attributed to the Fund as a whole with increases being required in all other employers' contributions	Partnership / Strategic Threat	Financial / Reputational	4	3	12	Assess the strength of individual employer's covenant and/or require a guarantee when setting terms of admission agreement (inc bonds) and in setting term of deficit recovery. Annual monitoring of risk profiles and officer dialogue with employers concerned (including guarantors as appropriate) through traffic light analysis. Positive dialogue with employers with a view to strengthening employer covenants wherever possible	3	2	6	Martin Quinn				
Funding	Minimise unrecoverable debt on termination of employer participation	F20	Failure to monitor leading to inappropriate funding strategy and unrecovered debt on cessation of participation in the fund	Strategic Threat	Financial/Reputation al	4	3	12	Assess the strength of individual employer's covenant in conjunction with the Actuary and/or require a guarantee when setting terms of admission agreement (inc bonds) and in setting term of deficit recovery. Annual monitoring of risk profiles and officer dialogue with employers concerned (including guarantors as appropriate) through traffic light analysis. Positive dialogue with employers with a view to strengthening employer covenants wherever possible	3	2	6	Martin Quinn				
Administration Risks																	
Administration	Deliver a high quality, friendly and informative service to all beneficiaries, potential beneficiaries and employers at the point of need	A1	Failure to administer the scheme in line with Regulations and policies	Directorate threat	Regulatory compliance	4	4	16	Process for changes of regulations in place, with various posts around technical guidance, operations, communications. Checking of calcs etc goes on/quality review. Audit. Independent advisers. Ongoing review of policies	3	1	3	Jody Evans				
Administration	Deliver a high quality, friendly and informative service to all beneficiaries, potential beneficiaries and employers at the point of need	A2	Unable to deliver a service for Pensions Administrator and Pensioner Payroll because of system failure or unavailability	Service threat	IS (Technological)	4	1	4	Business continuity and recovery plans in place including ability to access systems from home.	4	1	4	Jody Evans				
Administration	Deliver a high quality, friendly and informative service to all beneficiaries, potential beneficiaries and employers at the point of need	A3	Unable to deliver a service for Pensions Administrator and Pensioner Payroll because of staff unavailability (e.g. Sickness)	Service threat	Staff	4	1	4	Multi skilled staff. Access from home. Considering cross fund working.	3	1	3	Jody Evans				

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Administration	Deliver a high quality, friendly and informative service to all beneficiaries, potential beneficiaries and employers at the point of need	A4	Fraud by scheme members	Directorate threat	Financial	2	3	6	NFI and payroll slips/communications at intervals through the year to home addresses, sight of certificates (e.g. Birth), very few cheque payments	1	1	1	Jody Evans				
Administration	Deliver a high quality, friendly and informative service to all beneficiaries, potential beneficiaries and employers at the point of need	A5	Fraud by staff	Directorate threat	Financial	2	3	6	Checking in place, citrix log in security, axise multiple log ins, month end reconciliation, locked records for pension staff, declaration of personal relationships/family members	1	1	1	Jody Evans				
Administration	Deliver a high quality, friendly and informative service to all beneficiaries, potential beneficiaries and employers at the point of need	A6	Lack or reduction of skilled resources e.g. due to public spending cuts	Service threat	Customer/ Stakeholder related	3	3	9	Engage Pension Board in decision re impact of staff reductions. Continually looking for efficiencies	3	2	6	Jody Evans				
Administration	Deliver a high quality, friendly and informative service to all beneficiaries, potential beneficiaries and employers at the point of need	A7	Excessive costs of administration lead to lack of VFM and loss of reputation	Directorate threat	Financial	1	2	2	Benchmark costs against other Funds and regularly look for efficiency savings, measure performance annually, use of procurement, proper business planning with Board approval	1	1	1	Jody Evans				
Administration	Ensure benefits are paid to, and income collected from, the right people at the right time in the right amount	A8	Failure to invest surplus contributions	Directorate threat	Financial	1	3	3	Monitoring of contributions payable, monitoring of pension fund cash balance, cash flow projections provided by Treasury Management team	1	1	1	Kevin McDonald				
Administration	Ensure benefits are paid to, and income collected from, the right people at the right time in the right amount	A9	Failure to collect pension contributions in line with regulatory guidelines	Directorate threat	Regulatory compliance	2	4	8	All contributing Employers provided with deadlines for payments and clear guidelines for providing associated information, monitoring of contributions payable	2	2	4	Kevin McDonald				
Administration	Ensure benefits are paid to, and income collected from, the right people at the right time in the right amount	A10	Failure to maintain proper records leading to inadequate data, which could lead to increased complaints and errors	Service threat	Customer/ Stakeholder related	2	3	6	Engagement with employers, employer manuals in place, electronic interface, year end data cleansing, officer checking, info on ABS	1	1	1	Jody Evans				
Administration	Deliver a high quality, friendly and informative service to all beneficiaries, potential beneficiaries and employers at the point of need	A11	Failure to deal with complaints appropriately	Directorate threat	Customer/ Stakeholder related	1	2	2	Staff pass complaints go to a specific senior officer and they are then referred to management team to decide appropriate response. Complaint levels are monitored and low level of complaints and IDRPCs demonstrates success of process.	1	1	1	Jody Evans				
Administration	Deliver a high quality, friendly and informative service to all beneficiaries, potential beneficiaries and employers at the point of need	A12	Failure to deliver the LGPS properly results in lots of complaints and/or IDRPCs	Directorate threat	Customer/ Stakeholder related	2	2	4	Lots of engagement with employers, employer guides, good communications with members, checking of calculations, etc, data checks, good training	1	1	1	Jody Evans				
Administration	Ensure benefits are paid to, and income collected from, the right people at the right time in the right amount	A13	Incorrect calculation of members benefits through, for example, inadequate testing of systems	Service threat	IS (Technological)	3	2	6	Have a test system and are a test site for AXISe. Attend and take part in areas for testing. Every calculation has independent checking and set procedures. Good staff training. Use of task management	1	1	1	Jody Evans				
Administration	Data is protected to ensure security and authorised use only	A14	Potential of data to get into wrong hands or lost (in the post)	Directorate threat	(IS or other)	2	2	4	System back up to protect again data loss, data encryption and password protection, use of file transfer protocol, using mainly post for members.	2	1	2	Jody Evans				
Administration	Deliver a high quality, friendly and informative service to all beneficiaries, potential beneficiaries and employers at the point of need	A15	ABS errors (e.g wrong addresses, layout and printing errors) due to external supplier	Service threat	(IS or other)	1	1	1	Tender for supplier via CDS, feedback from other users	1	1	1	Jody Evans				
Administration	Ensure benefits are paid to, and income collected from, the right people at the right time in the right amount	A16	Inconsistencies in delivery due to failure to properly document processes and procedures	Service threat	Customer/ Stakeholder related	2	1	2	Document processes and procedures	1	1	1	Jody Evans				
Communications Risks																	
Communications	Communicate in a friendly, expert and direct way to our stakeholders, treating all our stakeholders equally	C1	Increased work load for pension team or increased opt outs if communications not clear and easily understood	Service threat	Customer/Stakeholder related	2	3	6	Dedicated communication manager with good communication expertise, every comms goes via technical manager and employer liaison manager for feedback, sharing around office for comment for scrutiny/understanding and sometimes to directorate or other non-pension admin staff.	1	1	1	Jody Evans				
Communications	Communicate in a friendly, expert and direct way to our stakeholders, treating all our stakeholders equally	C2	Issuing incorrect or inaccurate member communications	Service threat	Customer/Stakeholder related	2	3	6	Rigorous sign off from technical manager and employer liaison	1	1	1	Jody Evans				
Communications	Communicate in a friendly, expert and direct way to our stakeholders, treating all our stakeholders equally	C3	Failure to maintain employer database leading to information being lost or sent to wrong person	Directorate threat	IS (Technological)	3	3	9	Develop and maintain master electronic list of employer contacts. Most changes should be identified through regular communications with employers however including reminders to let the fund know about any changes to contact details.	1	1	1	Jody Evans				
Communications	Deliver information in a way that suits all types of stakeholder	C4	Risk some members may not receive relevant communications if address and/or contact details incorrect	Service threat	Customer/Stakeholder related	2	2	4	ABS go to home address but complete address update done from employer immediately before. Other processes addresses are checked by checker and also communication with member/employer before payment made, etc. All post office returns investigated/followed up and nothing goes out if new address not found. Tracing agencies used for members age 65+.	1	1	1	Jody Evans				
Communications	Deliver information in a way that suits all types of stakeholder	C5	Discrimination cases if information not supplied in suitable format	Directorate threat	Financial	1	1	1	Arrangement with Dept in Essex for Braille, CD or other format. Also used other counties. Offer of alternative formats on all communications. Log kept of individuals with specific requirements.	1	1	1	Jody Evans				
Communications	Deliver information in a way that suits all types of stakeholder	C6	Failure to include all required information in documents issued to members under disclosure regulations	Directorate threat	Regulatory compliance	3	2	6	Technical Manager keeps up to date with disclosure requirements and on-line courses are used to also keep up to date for all staff members	1	1	1	Jody Evans				