

Risk Ref.	Risk Description	Risk Owner	Inherent Risk				Total risk score	Control actions	Action by whom	Residual risk				Reviewed on			
			Impact	Fin	Service	Reput'n				Total	Impact	Fin	Service		Reput'n	Total	
F1	Incorrect data due to employer error, user error or historic error leads to service disruption e.g. incorrect annual benefits statements being processed. Data not secure or appropriately maintained.	SW	2	4	5	11	2	22	TREAT 1) Implementation and monitoring of a Data Improvement Plan by the pension administration team. 2) The Board will be made aware of the 2020 data scores. The service will work with Pensions Admin on improving the data in the system and make recommendations.	TL/CC	2	3	3	8	2	16	Mar-21
F2	Risk of manual intervention in administration reporting. No manual intervention day to day outside of the project e.g. Miskey errors.	SW	2	4	2	8	3	24	TREAT 1) Automated extraction of data where viable and agreed process for audit assurance.	TL/CC	2	3	2	7	3	21	Mar-21
F4	Failure to communicate adequately and timely with scheme members	LS/RT	2	4	4	10	3	30	TREAT 1) Ensure the website is updated, that newsletters are published and annual benefit statements when due to be communicated. 2) Develop a COMMMS strategy for scheme members in relation to scheme changes 3) Pensions SharePoint Site 4) Pension Admin to send out ABS	LS/Pension Admin/MS	2	4	4	10	2	20	Mar-21
F5	Failure to recognise and manage conflicts of interests of Board members	Dem serv/LFPB Chair	1	1	5	7	3	21	TREAT 1) Declaration of interests at the beginning of each meeting.	Dem serv	1	1	5	7	1	7	Mar-21
F6	LFPB Policies and strategies not in place or reviewed.	LFPB Chair	2	2	3	7	3	21	TREAT 1) Reviewed by the Board 2) Ensure roles and responsibilities are clarified.	LFPB	2	2	3	7	2	14	Mar-21
F8	The lack of available skilled resources coupled with the absence of a coordinated training plan to address knowledge gaps, results in inefficiencies in Pension Admin.	SW	3	4	4	11	3	33	TREAT 1) Project underway to transfer pension administration to a third party. Contract negotiations are concluding and expected transfer date is August 2021. 2) Migration to XPS who do have this knowledge will continue to process key cases using the 2 bank staff we have retained to work on fire	CC/TL	3	4	4	11	3	33	Mar-21
F9	Failure to administer the scheme in line with regulations and policies, compliance towards regulations and assurances need to be built in to ensure the pension scheme is administered in line with current in force regulation and policy.	SW	2	2	4	8	4	32	TREAT 1) Up to date knowledge through various sources such as SAB and the LGA. Up to date training. Attendance at regional fire administrator working groups. Information on the scheme is held on the Firefighters website. 2) Through strong governance arrangements and the active reporting of issues, seek to report all breaches as soon as they occur in order to allow mitigating actions to take place to limit the impact of any breaches. 3) LGA local pension ward training undertaken on 17/03/2021	CC/TL	2	2	4	8	2	16	Mar-21
F9i	Failure to notify staff of the Modified Pension Scheme means the employer and employee has to collect contributions and make contribution shortfalls.	SW	2	2	4	8	4	32	TREAT 1) Officers to report to the Board. 2) Legal advice has been received. Contact has been made with members. 3) Awaiting further communications regarding second options exercise.	TL/CC	2	2	4	8	4	32	Mar-21
F10	Gaps in skills and knowledge of Board members to adequately make decisions, provide assurance and to scrutinise the efficiency of the SFRS Pension Schemes.	LFPB Chair	2	3	3	8	3	24	TREAT 1) Members of the Board will be mindful of the Attendance and Knowledge and Understanding Policy when setting objectives and establishing training needs. 2) The board has approval from Audit and Governance committee to establish substitutes. 3) All board members to attend LGA provided training.	LFPB	2	3	3	8	2	16	Mar-21
F11	Inability to respond to a significant event leads to prolonged service disruption and damage to reputation.	SW	3	3	3	9	3	27	TREAT 1) Disaster recover plan in place 2) Ensure system security and data security is in place 3) Business continuity plans regularly reviewed, communicated and tested 4) Assess compliance with the Government's National Cyber Security Strategy 2016-2021	CC/TL	3	3	3	9	1	9	Mar-21
F16	Workforce Reform leads to changes within our working arrangements without consideration of the pensions implications	SW	3	3	2	8	3	24	TREAT 1) Regular monitoring by the scheme manager 2) Regular discussion at Assurance SLT 3) Regular PM Meetings with Transformation Programme Lead 4) Scheme Manager added to the Workforce Working Group attendees	SW	3	3	2	8	2	16	Mar-21
F21	Moving out of County Hall could adversely affect team morale as majority of the staff are within a few miles of County Hall. A move to an office further away may result in employees finding jobs elsewhere to minimise the commute. Resulting in: - Significant loss of skilled and experience staff.	TL/CC	2	3	3	8	3	24	TREAT 1) Pensions admin exploring other arrangements. 2) Engage with staff early and to understand their concerns which should be fed into the consideration of new location. 3) Following the recent closure of County Hall, Kingston the Pensions Team have temporary accommodation at Fairmount House in Leatherhead. The majority of the team are continuing to work from home, however we do have staff going to the office twice a week to open, scan and index post. In late Summer 2021, the Pensions Team will move to their permanent new location of Dakota. This building will only allow for 60% capacity so we are currently planning what attendance in the office will look like in the future.	TL/CC	2	3	3	8	2	16	Mar-21
F22	Board meetings being disrupted due to Covid19.	Dem serv	2	3	3	8	4	32	TREAT: 1) Use video / conference calls. 2) Flexibility about meeting dates. 3) Ensure that delegated responsibilities are clearly understood. 4) Review decision making, delegations and meeting powers. 5) Hold Board meetings electronically. 6) Investigate whether quoracy can be relaxed. 7) Anticipate potential problems and agree actions to address them in advance. 8) Consider delegating responsibility to an emergency response group.	Dem serv	2	3	3	8	2	16	Mar-21
F23	Pension administration service disrupted due to Covid 19. A number of staff may be off work due to the virus and there is also an impact on the productivity due to prolonged working from home without sufficient support.	TL/CC	2	4	3	9	3	27	TREAT: 1) Encourage working from home where it is possible and providing appropriate guidance to help individuals to work effectively. 2) Encourage cross training where it is possible. 3) Using secure email, instead of sending out letters.	SW/TL/CC/NM	1	3	2	6	3	18	Mar-21
F24	Failure to respond to legal advice for staff of the 10% pensionable pay allowances. This means the employer and employee have to collect contributions and make contribution shortfalls.	SW	2	2	4	8	4	32	TREAT 1) Officers to report to the Board. 2) Legal advice has been received. Contact has been made with members. 3) Letters going to Fire Services to communicate with members who have transferred out. 4) Members that are currently in receipt of the 10% allowance are now making regular contributions.	MS	2	2	4	8	4	32	Mar-21
F25	Following the European Court of Justice's decision in O'Brien v Ministry of Justice which is a case concerning fee paid judges in the Judicial Pension Scheme, the UK Government have recognised the right for retained firefighters employed before 1 July 2000 to elect to become a special member from the start date of their employment. A second options exercise will require additional resources which are limited.	SW	2	2	4	8	4	32	TREAT: 1) A second options exercise is required, for which legal discussions have commenced between central government, the LGA on behalf of FRAs and trade union legal representatives to consider who is in scope and the details of the settlement exercise. 2) The most recent LGA Factsheet relating to this case stated that regulations for England will be drafted and consulted on following the conclusion of the legal discussions. It is expected further regulations and consultations for the devolved governments will follow later. No timescales are known at this stage. 3) It is likely that the options exercise will be undertaken post a decision on future pension administration services. The scope of the activity will be considered as more information becomes available.	SW/TL/CC/NM	2	2	4	8	4	32	Mar-21
F28	Failure to hold personal data securely.	NM	1	1	4	6	4	24	TREAT- 1) Data encryption technology is in place, which allow secure the sending of data to external service providers. 2) Phasing out of holding records via paper files. 3) Pensions Admin records are locked daily in a secure safe. 4) SCC IT data security policy adhered to. 5) SCC carry's out Security Risk Assessments. 6) Pension Fund custodian proactively and reactively identify and respond to cyber threats.	NM	1	1	4	6	2	12	Mar-21
F29	Transfer to Third Party Administrator with current lack of resources to deliver project and BAU work: 1. Could delay delivery of project work 2. Could have knock on effect on BAU, as resources could be diverted to project work 3. Expertise and knowledge lies with Bank staff. If they leave there will not be an opportunity to pass on this knowledge which may impact the exit process and value and efficiency of the service going forward	TL/CC	2	3	4	9	3	27	TREAT- 1) Knowledge transfer from these particular staff needs to be acknowledged at an early stage in the exit process and actively managed 2) Identify and prioritise project work vs BAU work to ensure maximum value achieved utilising existing limited resource	TL/CC	2	2	4	8	2	16	Mar-21
F30	Business Operations have raised a risk in respect of Transfer to third party administrator. Currently payroll provide payroll data to the pension administrator on an annual basis to allow pension records to be updated and annual statements produced. The new 3rd party administrator, have mechanisms in place to receive payroll data via monthly returns (iConnect). The transfer of pension administration change comes right at the heart of the testing programme for Unit 4/DB&I delivery. With a SAP freeze in place because of the DB&I programme it is going to be very challenging to design/test/deliver monthly reporting for the new provider for 1 Aug AND design/test/deliver it again for the Unit 4 system in time to go-live with that system in December. Business Operations have reported that there is not the resource to build the new monthly iConnect file. A different report format is required for FPS data than the iConnect file that has been built for LGPS members. It is anticipated that the new monthly file will not be able to be created until Unit4 is in place in December 2021.	Bus Ops	2	2	3	7	4	28	TREAT- A meeting with business ops and XPS on 22 February agreed that a monthly iConnect file is not required for during the initial data transfer. Surrey payroll will provide an annual end of year return in April 2022 and then begin monthly iConnect submissions from the new financial year. It will allow time for payroll to build the required monthly reports. Once the contract has been signed with XPS, there will be a workstream focusing on payroll and the unit4 project team.	Finance Reporting	1	1	4	6	2	12	Mar-21

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