

Risk Ref	Risk Title and Description	Causes	Consequences	Status	Risk Owner	Review Date	Risk Category	Last Review Date	Last Reviewed By	Review Comments	Directorate	Service	Risk Type	Created Date	Current Rating	Controlled Profile	Controlled Rating	Uncontrolled Profile	Uncontrolled Rating
PENS0024	PEN 7 - Cyber Security	Inappropriate cyber protection, ongoing management and contingency planning leading to vulnerabilities.	Los of data Ransom demands Non delivery of statutory service	Static	Tunde Adekoya	01/03/2026	IT & Technology	04/02/2026	Tunde Adekoya	Risk Reviewed - No Changes Required PEN 7 - Cyber Security	Finance Directorate	Statutory Accounting, Investments & Pensions	Operational	30/05/2024	8 E1		8 E1		8
PENS0009	PEN 9 - Liquidity on asset management - risk of failure to liquidate assets or meet drawdown calls	Lack of notice given for drawdown Poor cashflow management	Unable to meet trades Financial penalties Overdraft fees	Static	Tunde Adekoya	12/04/2026	Financial	12/01/2026	Tunde Adekoya	Risk Reviewed - No Changes Required PEN 9 - Liquidity on asset management - risk of failure to liquidate assets or meet drawdown calls	Finance Directorate	Statutory Accounting, Investments & Pensions	Operational	30/05/2024	8 F1		4 E1		8
PENS0010	Pen 10 - Liquidity on members dealings - risk that the fund is unable to settle member payments	Cashflow negative (Payments greater than income) Poor cashflow management	Non payment of pensions Negative impact on pensioners Reputational damage Fines	Static	Tunde Adekoya	01/03/2026	Financial	19/02/2026	Tunde Adekoya	Risk Reviewed - No Changes Required Pen 10 - Liquidity on members dealings - risk that the fund is unable to settle member payments	Finance Directorate	Statutory Accounting, Investments & Pensions	Operational	30/05/2024	4 E3		4 E3		4
PENS0011	PEN 11 - Failure of the pool in management of funds / access to funds	Lack of interest in common fund launch Poor CIV governance Government intervention	Lack of diversity in investment Inability to meet pooling requirement Unable to meet any changing in ISS requirements	Static	Tunde Adekoya	04/03/2026	Financial	04/02/2026	Tunde Adekoya	Risk Reviewed - No Changes Required PEN 11 - Failure of the pool in management of funds / access to funds	Finance Directorate	Statutory Accounting, Investments & Pensions	Operational	30/05/2024	12 E1		8 E1		8
PENS0017	PEN 12 - Failure of the Fund's governance to comply with statutory requirements	New General CoP needs gap analysis and rectification GMP moral vs regulatory requirement Knowledge gaps resulting in ineffectiveness of Committee and/or Board	by TPR for non code compliance Not delivering best practice in accordance with the new code TPR/DLUHC action taken against the Fund for not GMP non compliance Poor decisions and/or	Static	Tunde Adekoya	04/05/2026	Statutory Service Provision	04/02/2026	Tunde Adekoya	Risk Reviewed - No Changes Required PEN 12 - Failure of the Fund's governance to comply with statutory requirements	Finance Directorate	Statutory Accounting, Investments & Pensions	Operational	30/05/2024	6 E4		2 D3		6
PENS0016	PEN 13 - Key officer risk	Small team with specialist knowledge in each role. Limited capacity for succession planning.	Non delivery of service statutory requirements Agency staff costs to cover any vacant position.	Static	Tunde Adekoya	04/05/2026	Statutory Service Provision	04/02/2026	Tunde Adekoya	Risk Reviewed - No Changes Required PEN 13 - Key officer risk	Finance Directorate	Statutory Accounting, Investments & Pensions	Operational	30/05/2024	6 E4		2 B3		10
PENS0015	PEN 14 - Failure of employers to deliver accurate and timely employee administration information	Poor outsource contract management by employers Poor performance of outsourced service providers Inadequate payroll reporting by Hillingdon Council Lack of ownership by employers	Inaccurate pension records Reporting of employers to TPR - and subsequent ramifications (Fines) Incorrect pensions being paid Pensions payment not processed efficiently Additional pension administration costs	Static	Tunde Adekoya	04/05/2026	Statutory Service Provision	04/02/2026	Tunde Adekoya	Risk Reviewed - No Changes Required PEN 14 - Failure of employers to deliver accurate and timely employee administration information	Finance Directorate	Statutory Accounting, Investments & Pensions	Operational	30/05/2024	8 F4		1 A3		12