

Appendix 1: Pension Fund Administration Category of Risks

Last reviewed on: 20 May 2026



Risk Code	Managed By	Assigned To	Risk Title	Description	Risk Score	Status	Trend	Last Review Date
PF301 Administration	Suzy Douglas; Clair Hepburn	Ian Angus	Over-Reliance on Key Officers	If there is an over reliance on key Officers or if Officers fail to maintain a sufficient level of competence to discharge their duties (incl. providing decision making support & advice) it may lead to an inability to manage the Fund effectively.	6 Moderate - Unlikely			20 May 2026
PF302 Administration	Ian Angus	Ian Angus	Failure to process Payments on time	Failure to process pension payments and lump sums on time may lead to financial distress for retiring staff and potential referral to the Pensions Regulator and/or external auditor resulting in the possibility of penalty costs and reputational damage.	6 Moderate - Unlikely			20 May 2026
PF303 Administration	Ian Angus	Ian Angus	Failure to Collect and Account for Contributions	Failure to collect and account for contributions from employers and employees on time may lead to adverse cash flow implications for the Fund, potentially resulting in adverse external audit opinion, referral to the Pensions Regulator, reputational damage and a requirement to divest investments to fund the cash flow deficit.	6 Moderate - Unlikely			20 May 2026
PF304 Administration	Ian Angus	Ian Angus	Failure to Manage Data and Information	Failure to manage data and information appropriately (security, completeness and accuracy) could result in personal data loss, incorrect pensions information being issued or incorrect benefits being calculated or paid, reputational damage and potential financial penalties.	3 Moderate - Remote			20 May 2026
PF305 Administration	Ian Angus	Ian Angus	Cyber Security	If there is a cyber security breach then we may lose data relating to deferred and active Pension Fund Members and Pensioners. This could result in a potential inability to process and pay pensions on time and could mean that we are in breach of GDPR legislation and face litigation and reputational damage.	10 Critical - Unlikely			20 May 2026

Risk Matrix Scoring:

5	10	15	20	25
4	8	12	16	20
3	6	9	12	15
2	4	6	8	10
1	2	3	4	5