

**Pension Fund  
CORONAVIRUS RISK REGISTER**

**Areas covered**

Governance  
Investments and Funding  
Operational  
People

ID	Description of Risk	Risk Owner	Mitigating Actions (Treat/Tolerate)	Status	1:Low....4:High		Current Risk Score
	Risk Description				L	I	
<b>Governance</b>							
CG1	Committee and Local Board meetings disrupted	Head of Pensions	TREAT: 1) Use video / conference calls where possible. 2) Flexibility about meeting dates. 3) Ensure that delegated responsibilities are clearly understood. 4) Review decision making, delegations and meeting powers. 5) Hold Committee and Local Board meetings electronically - when possible. 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.	Good	1	2	2
CG2	Governance with Border to Coast disrupted	Head of Pensions	TREAT: 1) Use video / conference calls. 2) Flexibility about meeting dates. 3) Consider delay of 2020/21 governance plan. 4) Scenario plan impact of the Strategic Plan.	Good	1	2	2
<b>Investment and Funding</b>							
CI1	Contribution rates for employers are unaffordable due to business interruption	Head of Pensions	TREAT/TOLERATE: 1) Consider covenant mitigation factors. 2) Conduct funding and risk discussions with employers. 3) Review contribution plans. 4) Consider alternative sources of funding/security. 5) Discuss individual rate reviews, covenant checks or possible terminations. 6) Temporarily adjust contributions where possible, with approval from the Actuary.	Fair	2	2	4
CI2	Business continuity failures mean employers are unable to meet contribution payment deadlines.	Head of Pensions	TREAT: 1) The Fund has sufficient cash reserves to mitigate negative cash-flow from total contribution failures for a number of months.	Fair	2	2	4
CI3	Investment downside risk has changed.	Head of Pensions	TREAT: 1) Consult with investment consultant, independent advisor and fund actuary. 2) Consider changes to investment strategy, if appropriate.	Fair	3	1	3
CI4	Planned strategic changes no longer appropriate.	Head of Pensions	TREAT: 1) Consult with investment consultant, independent advisor and fund actuary. 2) Reconsider planned asset allocation changes in light of market conditions.	Fair	3	2	6
CI5	Assets no longer aligned with benchmark/risk position	Head of Pensions	TREAT: 1) Review asset allocation. 2) Rebalance to take advantage of market opportunities, subject to a risk assessment - but avoid rebalancing if the risk/volatility is too great. 4) Assess investment opportunities in concert with our investment advisors. 5) Review performance targets.	Fair	3	2	6
CI6	Market distortions	Head of Pensions	TREAT: 1) Monitor market conditions. 2) Try to adhere to agreed strategies / asset classes unless there are very good reasons for deviating, following advice from the Investment Consultant.	Poor	4	2	8

CI7	Fire sale of assets	Head of Pensions	TREAT: 1) Review cash flow requirements and re-assess cash flow buffer. 2) Carefully consider asset transitions - particularly if they are distressed. 3) Consider maintaining a larger than usual cash surplus until the volatility abates.	Fair	3	2	6
<b>Operational</b>							
CO1	Pension administration disruption	Head of Pensions	TREAT: 1) Engage with WYPF to ensure contingency planning is tested and in place.	Fair	1	4	4
CO2	Failure to delivery objectives of the Pension Fund Business Plan within agreed timescales	Head of Pensions	TREAT/TOLERATE: 1) Re-prioritise business tasks. 2) Engage with Pension Committee and Local Board to understand decision making priorities.	Fair	3	1	3
CO3	KPIs deteriorate and volume of work in certain areas increases	Head of Pensions	TREAT/TOLERATE: 1) Accept reasonable disruption, relax the generic KPIs and refocus on key deliverables (deaths, retirements, divorces and urgent transfers).	Fair	3	1	3
CO4	Investment operations delay	Head of Pensions	TREAT: 1) Engage with BCPP, investment managers and custodians for assurance of their contingency plans. 2) Acknowledge that there will be agile working and we need to deal with alternative contacts.	Fair	2	2	4
CO6	Pension members concerned about market volatility	Head of Pensions	TREAT: 1) Agree basic communications plan with WYPF (e.g. pension benefits are not affected - use newsletter, blogs etc.). 6) Add message to website.	Good	2	1	2
CO7	Pension Fund Committee and Local Pension Board concerned about market volatility and business continuity	Head of Pensions	TREAT: 1) Communicate regular updates via email. 2) Share Pension Fund Coronavirus Risk Register.	Fair	3	2	6
<b>People</b>							
CP4	Pension Fund Team functionality diminished	Head of Pensions	TREAT: 1) Review business continuity plan. 2) Review responsibilities and signatory lists so day-to-day activities can continue. 3) Cross train staff, if possible. 4) Amend procedures / documents as necessary. 5) Anticipate potential problems and agree potential solutions to address them in advance.	Fair	2	2	4