

Navigating the crisis

<h2>Shock</h2> <p>Evaluate the immediate impacts and set priorities</p>	<h2>Adapt</h2> <p>Take short term critical actions</p>	<h2>Uncertainty</h2> <p>Monitor & respond. Seek opportunities. Plan for recovery</p>	<h2>Recovery</h2> <p>Secure recovery. Use opportunities to reposition</p>	<h2>Stability</h2> <p>Update strategy and business plans. Reflect on learnings</p>
<ul style="list-style-type: none"> Secure critical operations such as pension payroll Confirm decision-making processes, e.g. trustee fora 	<ul style="list-style-type: none"> Adapt administration and member contact options Suspend transfer values if appropriate Prioritise trustee business to essential issues More frequent trustee meetings 	<ul style="list-style-type: none"> Monitor operations and agree contingency plans Update SLAs and agree temporary priorities Review risk register and take mitigating actions Communicate with members 	<ul style="list-style-type: none"> Plan for return to "normal", deal with backlogs Prepare for potential further shocks Use any spare capacity to progress essential projects 	<ul style="list-style-type: none"> Review governance and operational effectiveness Consider more automation, self-service Implement trustee governance improvements
<ul style="list-style-type: none"> Assess impact on assets, funding level and deficit Check liquidity for benefit payments Pause asset transitions 	<ul style="list-style-type: none"> Assess cashflow needs, including collateral and manager calls Review hedging / LDI and credit risks Confirm or pause any triggers and rebalancing Defer actuarial valuation discussions 	<ul style="list-style-type: none"> Confirm risk appetite given covenant & funding Validate or update asset strategy - now and future Take advantage of tactical investment / insurance opportunities Review transfer values and other member options 	<ul style="list-style-type: none"> Rebalance asset strategy through recovery Implement strategy or manager changes Execute attractive investment or profit taking opportunities Recommence valuation & funding discussions 	<ul style="list-style-type: none"> Refresh long-term funding and investment strategy Review effectiveness of IRM framework Stress / scenario testing for future shocks Assess any Scheme mortality impacts
<ul style="list-style-type: none"> Assess business impact and downside scenarios Consider affordability of pension commitments Understand accounting impact and business covenants 	<ul style="list-style-type: none"> Understand Scheme position as creditor Suspend deficit / expense contributions if needed Furlough employees or reduce DC / DB costs Consider PPF issues if sponsor in distress 	<ul style="list-style-type: none"> Monitor evolving covenant and scenario plan Trustee and sponsor engage frequently Ensure fair treatment in financing decisions 	<ul style="list-style-type: none"> Agree parameters for Scheme support during recovery Secure Scheme's position where appropriate Consider alternatives if sponsor support not sustainable 	<ul style="list-style-type: none"> Catch up on contribution backlogs or renegotiate Reassess new covenant position and implications Consider strategic options and long-term aims