

Wren

The Wren Insurance
Association Limited

The Wren Insurance Association Ltd

Solvency and Financial Condition Report

As at 30 June 2020

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Solvency and Financial Condition Report

1. Introduction and summary

This is the Solvency and Financial Condition Report (SFCR) for The Wren Insurance Association Limited (Wren or the Association), based on the financial position as at 30 June 2020.

1.1 Review of 2019/20

The Association is a mutual insurance company which provides professional indemnity insurance to a select group of architectural practices. Founded in 1987, it currently has 63 Members.

The Association's strategic objectives were first established in response to the concerns of its founding Members, and are regularly reviewed to ensure that they remain relevant. At the most recent review in 2019, the main strategic objectives were agreed as follows:

- Deliver cost-effective insurance in the long-term;
- Provide Members with control over their professional indemnity insurance and promote the interests of the membership as a whole on insurance issues affecting architects;
- Maintain appropriate cover and assist Members to align their contractual liabilities with the cover provided;
- Maintain stability in the cost of cover and remain as independent of reinsurance as is appropriate;
- Improve standards in controlling and managing risk within Member practices;
- Meet the highest standards of governance, risk management and financial practice within the Association; and
- Contribute towards the development of new talent in the architectural industry.

Finance and Underwriting

The Association's financial statements for the year ended 30 June 2020 has been prepared in the midst of the coronavirus pandemic, with significant volatility in investment markets and wider economic uncertainties caused by the lockdowns that have been imposed by governments worldwide. In addition, the Association has seen increased exposure to cladding-related claims, as more fully explained below. The combination of these factors means that the overall result for the year was a deficit of £10.7 million, which resulted in the Association's capital decreasing from £48.9 million to £38.2 million. However, the Association remains in a sound financial position, with capital in excess of the Solvency Capital Requirement set by the Prudential Regulation Authority.

At the renewal on 1 July 2019, there was no general rate increase and call rates and Members' fee income were relatively stable. The Association saw further growth in membership with three new Members joining the Association and one Member terminating its membership during the 2019/20 policy year. At the end of the policy year the Association had 66 Members. Overall, total call income of the Association was marginally higher than the prior year at £10.7 million.

Underlying reinsurance costs were at a similar level to the prior year. There was a marginal reduction in the reinsurance rate compared to the prior year. Reinsurance costs are slightly higher than the prior year due to higher advance calls compared to the prior year.

The investment income credited to the policy year, which is based on the expected longer-term rate of return, was marginally higher than the previous year at £2.4 million. This was the result of an increase in the value of the investment portfolio and the longer-term rate of return being higher at 3.1% compared to 2.8% in the prior year.

Net claims incurred for the financial year were significantly higher than the prior year – £15.3 million against £0.7 million. Gross claims paid, at £1.9 million, were lower than the prior year's figure of £2.2

million but this simply reflects the timing of settlement. There were no reinsurance recoveries in the year.

Claims notified in the 2019/20 policy year were marginally lower in value than in 2018/19, but higher in number, at 153. None of these notifications carried a figured reserve above £100,000. The Association has continued to receive new notifications that involve potential issues with cladding that have been made on a precautionary basis following the Grenfell Tower fire in June 2017. A number of these notifications, although precautionary in nature, have the potential to develop into significant claims for the Association. The Managers and the Board have spent the last six months reviewing the reported cases to assess the potential liability, even though there is limited information available to identify fault at this stage. This may become clearer once the outcome of the Grenfell Inquiry is known. Following the Association's usual prudent approach to reserving, these cladding-related notifications have resulted in a significant projected increase in the Association's gross provision for claims, which at 30 June 2020 had increased by £13.6 million compared to the prior year to stand at £41.7 million. There is also a projected reinsurance recovery on outstanding claims of £149,999.

During the financial year the reserving methodology was updated which resulted in the Association reserving on a best estimate basis with an added margin of prudence. The margin of prudence released from the older policy years was offset against the significant increase in the claims provisions in the three most recent policy years to account for the cladding notifications.

Operating costs were higher than in 2019 at £5.2 million, reflecting an inflationary increase to the management fee and regulatory fees. The balance on the underwriting (technical) account was a deficit of £8.9 million.

The actual investment return achieved for the year, at £0.7 million, was below the long-term rate, which resulted in a transfer from the investment reserve, after adjusting for tax, of £1.3 million. More detailed commentary on the investment performance is set out in the investment report below.

The free reserves of the Association at 30 June 2020 in aggregate stood at £38.2 million. The investment reserve reduced to £11.1 million, reflecting the transfer to the income and expenditure account referred to above. The income and expenditure account grew by £3.1 million, resulting from the release of surplus claims reserves in the oldest seven policy years, and transfers from the reinsurance reserve in respect of the three most recent years, to stand at £12.9 million. The general reserve increased to £13.7 million, and finally the reinsurance reserve fell significantly to stand at £0.5 million. The Association overall remains adequately capitalised.

The Board held four meetings during March and April to discuss the impact of the precautionary notifications relating to cladding. Following these discussions it was recommended that a general rate increase of 70% be applied at 1 July 2020 and that cladding cover be capped at an aggregate exposure for the Association. At the 2020 renewal, all of the Association's Members bar two renewed their cover.

Investment Strategy and Performance

The Association's investment strategy is the responsibility of the Board, assisted by its investment managers, Mercer. There has been no material change to the Association's investment strategy during the year following the implementation of the fiduciary management model at the end of the previous financial year.

The Association's investment strategy is a long-term one, reflecting the long-tail nature of many of the liabilities and the nature of mutuality. The investment strategy is twofold:

- To hold a portfolio of government bonds and cash which matches, in terms of average duration and currency, the claims liabilities of the Association. This is known as the 'matching portfolio'; and
- To invest the assets in excess of the matching portfolio, in accordance with the 'prudent person principle', in such a way as to achieve the maximum return for a level of risk consistent with the Association's investment risk appetite. This is known as the 'growth portfolio'.

The Association's investment portfolio experienced significant volatility during the financial year with strong investment returns seen through to the middle of February 2020 but markets then turning negative following the uncertainty relating to Coronavirus Disease 2019 (COVID-19) and the impact thereof on global economic growth. Investment markets retreated through to the end of March 2020 and have since then remained volatile but the Association's investment portfolio has recovered post the low point seen at the end of March 2020, to generate a marginal positive return.

In the year ended 30 June 2020, the overall return on investments was 1.0% compared to a long term rate of return of 3.0%, which is equivalent to £0.7 million. The best performing asset class was the Global Buy and Maintain fund with a return of 6.3%.

Claims

The claims picture continued to be dominated by the turmoil that followed the Grenfell Tower fire in June 2017. Since Grenfell, there have been further high-profile fires, concerns have been raised about the fire performance of a range of cladding and insulation materials used on buildings, the regulatory landscape within which construction participants operate has shifted and nervousness among mortgage lenders has affected owners' ability to sell or re-finance their properties. As a result, the insurance industry has continued to restrict the scope of cover available to construction practitioners in relation to cladding and fire-related claims. Not surprisingly, the Association has seen an increase in the number of cladding-related notifications. Most of these notifications are precautionary and at an early stage of development, as potential claimants await the outcome of the Grenfell Inquiry and the first Court decisions in cladding cases. The Association's prudent reserving of those notifications is based on conservative assumptions as to the possible outcomes in an environment where there is very little hard data and a large amount of uncertainty. The Association has yet to make a claim payment in respect of a cladding notification.

The number of all matters notified to the Association during the 2019/20 policy year increased slightly compared to the previous year. If, however, cladding notifications are taken out of the equation, the number of matters notified shows a fall compared to prior years, despite the increase in membership.

2. Directors' responsibility statement

We acknowledge our responsibility for preparing the Association's Solvency and Financial Condition Report in all material respects in accordance with the PRA Rules and the Solvency II Regulations.

We are satisfied that:

- a. throughout the financial year in question, the Association has complied in all material respects with the applicable requirements of the PRA Rules and the Solvency II Regulations; and
- b. it is reasonable to believe that the Association has continued to so comply subsequently and will continue to so comply in future.

For and on behalf of the Board of The Wren Insurance Association Limited

S J Peat
Director

H O Wells
Director

3. Business and performance

3.1 General Information

Name and legal form of the company

The Wren Insurance Association Limited (Wren or the Association) is a Company Limited by Guarantee registered in England and Wales (Company number 2054592).

The Association is managed on a day-to-day basis by Tindall Riley & Co Ltd (trading as Wren Managers (TRC or the Managers). TRC is a private company owned principally by its directors and other senior staff.

Name and contact details of the authorities responsible for financial supervision of the Association

The Association is authorised by the Prudential Regulation Authority (PRA) and regulated by the PRA and the Financial Conduct Authority (FCA), firm reference number 202701.

The PRA is the Supervisor for the purposes of Solvency II regulation.

Contact details for the PRA and the FCA can be found on their respective websites:

www.bankofengland.co.uk/pr

www.fca.org.uk

Name and contact details of the Association's external auditor

Mazars LLP, Tower Bridge House, St Katharine's Way, London, E1W 1DD.

Legal structure

The Association is 100% owned by its Members.

3.2 Underwriting performance

The Association writes a single line of business: Professional indemnity (PI) risks and for the purposes of capital reporting this is categorised as General Liability insurance. All business is written in the United Kingdom.

All underwriting is carried out from Wren's office in London. In the year to 30 June 2020, the Association produced an underwriting deficit of £8,948,247.

The following table shows a summary of the technical (underwriting) account for the year ended 30 June 2020 on a UK GAAP basis:

Sources of income and expenditure	£m 2019/20	£m 2018/19
Calls and premiums	10.7	9.9
Return calls	0.0	(1.6)
Reinsurance premiums	(1.5)	(1.5)
Investment income (LTIR basis)	2.4	2.1
Net claims incurred	(15.3)	(0.6)
Net operating expenses	(5.2)	(4.6)
Balance of the technical account	(8.9)	3.7

Reinsurance

The Association currently purchases market excess of loss reinsurance. The market excess of loss programme reduces the impact of individual large losses on the Association. The Association retains the first £3m of business as usual (BAU) claims (the Association's retention), above which the market excess of loss reinsurance arrangements respond up to the maximum limit of cover, currently set at £20m. These risk tolerances are set by the Board. For Cladding related claims, the Association retains the first £2m, above which the market excess of loss reinsurance arrangement responds up to a maximum of £5m and this contract has three free reinstatements.

3.3 Investment performance

The Association has an investment strategy which complies with the requirements of the 'prudent person principle'.

The aim of the strategy is to match technical provisions in terms of currency and duration with cash and low risk government bonds, and to invest funds in excess of technical provisions in assets that will produce a return for the Association without taking undue risk.

At 30 June 2020, the Association's investment portfolio comprised the following asset classes:

Asset Class	Amount (£m)	% of portfolio
Equities	27.2	34%
Government bonds	22.6	29%
Corporate bonds	25.6	33%
Cash	1.9	2%
	77.3	100%

In the year ended 30 June 2020, the overall return on investments was 1.0% compared to a long term rate of return of 3.0%, which is equivalent to £0.7 million. The best performing asset class was the Global Buy and Maintain fund with a return of 6.3%.

The following table sets out the investment return by asset class:

Asset class	Total (£) 2019/20	Total (£) 2018/19
Equities	(466,926)	2,392,025
Government bonds	395,468	704,724
Corporate bonds	736,515	556,470
Cash	6,561	21,552
Investment management expenses	1,510	(240,006)
	673,129	3,434,765

The Association has an outsourced arrangement with Mercer who are the Association's solo investment manager following a review of the investment strategy during the financial year ending 30 June 2020

3.4 Overall business performance

In the year ended 30 June 2020, the Association produced a deficit of £10.7m and the UK GAAP balance sheet reserves reduced to £38.2m. Own funds for Solvency II purposes, measured on a best estimate basis, stood at £35.3m, a decrease of £12.8m on the position reported last year.

The overall solvency position of the Association at 30 June 2020 is set out in more detail in sections 6 and 7 of this report.

4. System of governance

4.1 General information on the system of governance

Role and responsibilities of the administrative, management or supervisory body and key functions

The Board

The Board of Directors of the Association is responsible for all strategic aspects of the business of the Association. In practice, it delegates some of its authority to sub-committees and groups, and delegates responsibility for the day-to-day management of the Association to the Managers. The Managers are responsible for ensuring that appropriate information, which is adequate to enable the Board to discharge its duties and to oversee the business effectively, is provided on a timely basis. There are nevertheless a number of matters that are reserved exclusively for the Board, set out below, which are reviewed and updated at least annually.

- policy year and call recommendations;
- rule changes;
- reinsurance;
- membership;
- risk and compliance;
- release calls;
- report and financial statements;
- appointment of Auditor;
- remuneration of Auditor, Directors and management fee;
- D&O insurance; and
- appointment and retirement of Directors

The Board meets four times a year and comprises an independent non-executive chairman, up to twelve non-executive directors drawn from its architect Members, and two executive directors nominated by the Managers.

The Board's Terms of reference are reviewed and updated at least annually.

The Committee

Each Member Practice is entitled to nominate one of its partners or directors to sit on the Association's Committee. Members of the Committee meet twice each year. The first meeting is the Members' Forum, to which Representative Members are also invited. This is held in conjunction with the Association's Annual General Meeting in March/April. The second is the Committee Meeting in September. The Chairman of the Association is also the Chairman of the Committee and all non-executive directors are also members of the Committee. Practices represented on the Association's Board are entitled to nominate a second Committee Representative should they wish to do so. The Committee does not carry out any regulatory functions.

Sub-Committees of the Board

There are four sub-committees of the Board: the Audit Group, the Remuneration Group, the Nomination Sub-Committee and the Investment Strategy Group.

Remuneration Group

The Remuneration Group comprises four non-executive directors of the Association (not being directors nominated by the Managers), one of whom is the Chairman of the Association 'ex officio'. The duties of the Remuneration Group are to review and advise the Board annually in relation to the fee paid to the Managers and remuneration paid to the non-executive directors. The Remuneration Group meets at least twice a year.

Audit Group

The Audit Group comprises four non-executive directors of the Association (not being directors nominated by the Managers), one of whom is the Chairman of the Association 'ex officio'. The duties of the Audit Group are to review and advise the Board in relation to the financial statements, the Solvency and Financial Condition Report, internal and external audit, and the robustness of internal financial systems and controls. The Audit Group meets at least twice a year.

Nomination Sub-Committee

The Nomination Sub-Committee comprises the Chairman of the Association 'ex officio', two other non-executive directors of the Association and one of the directors nominated by the Managers. The duties of the Nomination Sub-Committee are to review and advise the Board in relation to suitable candidates for appointment as directors of the Association, the performance and re-election of retiring directors and the appointment and re-appointment of the Chairman of the Association. The Nomination Sub-Committee meets at least annually.

Investment Strategy Group

The Investment Strategy Group consists of the Chairman of the Association 'ex officio' and three non-executive directors of the Association. The Group meets at least once a year, and monitors the ongoing performance of the Association's investments and its overall strategic asset allocation. It is also responsible for undertaking a periodic review of the Association's wider investment strategy, taking into account the Association's economic capital benchmark, technical provisions, risk appetite and target return, and for monitoring the performance of the Association's investment managers.

In addition, other sub-groups can be established to consider other ad hoc items, for example, future strategy.

The Association's Board and sub-committee structure is supported by the effective distribution of responsibilities across holders of Senior Management Functions (SMFs) and other Certification Functions (CFs). The Association's integrated responsibility and corporate governance model is recorded in its Management Responsibility Map.

The Association's website provides details of the roles and responsibilities of the Board and its respective sub-committees (including their individual Terms of Reference), as well as listing the individuals who sit on them:

<https://www.wrenmutual.co.uk/about-wren/corporate-governance/>

Key Functions

Key functions are those functions whose operation *"if not properly managed and overseen could, depending on the nature and complexity of the business, potentially lead to significant losses being incurred or to a failure in the ongoing ability of the firm to meet its obligations to policyholders"*

In accordance with the rules in the Conditions Governing Business part of the PRA Rulebook and the Solvency II Directive, the following business functions have been designated as Key Functions: Compliance, Risk Management, Internal Audit and Actuarial.

Compliance function

The Compliance function is responsible for:

- identifying, assessing, monitoring and reporting on the Association's compliance risk exposures;
- assessing the possible impact of legislative change and monitoring the appropriateness of compliance procedures; and
- assisting, supporting and advising the Association in fulfilling its responsibilities to manage compliance risks.

The Chief Risk Officer (CRO) is responsible for day to day monitoring of, and reporting to the Board on, all compliance related matters.

Risk Management function

The Risk function is responsible for:

- identifying, managing, monitoring and reporting on current and emerging risks;
- setting the overall risk management and strategic framework; and
- monitoring and assisting in the effective operation of the Association's risk-management framework and maintaining an accurate view of the Association's risk profile.

The CRO manages the day to day risk monitoring of, and reports to the Board on, all aspects of risk management.

Internal Audit function

The Association's internal audit function operates a risk-based internal audit cycle to provide assurance over the appropriateness, operation and effectiveness of the system of governance including the internal control system.

Internal Audit's remit covers review of the Association's processes and controls, how these are being adhered to and implemented by all business areas and the timing and frequency of management reporting. Corporate governance is also subject to an annual review by internal audit.

The Head of Internal Audit reports findings and recommendations, deadlines for and progress with completion, and assigned action owners, to the Audit Group.

Actuarial function

The Association has an in-house actuarial team which carries out the day-to-day actuarial activity, including claims reserving and maintenance of the Association's internal models. This team is headed by the Chief Actuary who fills the formal regulatory role of Chief Actuary Function under Article 48 of the Solvency II Directive – to report formally to the Board on technical provisions, reinsurance and the underwriting policy.

Segregation of responsibilities

All the designated key functions are provided with the necessary authority, resource and independence that they require to effectively fulfil their roles. They each report to the Association's Board either directly or through designated Board sub-committees. Their reports are standing items on the Board and sub-committees' agenda.

Material changes to the system of governance

There were no material changes to the system of governance during the 12 months from 30 June 2019 to 30 June 2020.

The Association currently holds authorised permissions with a number of European Economic Area (EEA) territories, which allow it to provide insurance to a small number of subsidiaries of UK Member practices located within the EEA. The Board has considered the potential impact on the Association of the United Kingdom's departure from the European Union, particularly the risk of the Association losing its ability to conduct business within the EEA. The size of the Association makes it prohibitively expensive and complicated, at this stage, to set up an insurance company in the EU to write European risks.

The Board considered the financial impact of securing alternative insurance arrangements, reinsured by the Association, which would allow the Association to continue to cover EU risks without passporting

rights post-Brexit. It was agreed that it was prohibitively expensive to put these arrangements in place and those Members with EU subsidiaries have been informed that the Association will not be able to insure new EU risks from 1 January 2020. Existing risks will be serviced until 30 June 2021 where this is acceptable to the domestic regulator.

Remuneration policy and practices

The Association has a Remuneration Policy which sets out the principles and procedures under which the Remuneration Group operates.

All the Association's key functions and services, with the exception of its non-executive directors, are provided by the Managers or a third party appointed by the Managers (and approved by the Association's Board).

Managers' Remuneration

The Managers are paid a Management Fee by the Association under the terms of the Management Agreement between the two parties.

The Association's Remuneration Group agrees the fee in accordance with the provisions of the Management Agreement. The fee is paid on a quarterly basis and no element of it is variable by reference to the Association's financial performance.

Remuneration of the Directors

The Association's Chairman receives a fixed fee paid monthly in arrears. Other non-executive directors (except for the two Manager directors) receive an annual fee, with the Chairman and members of the Audit Group, the Remuneration Group and the Nomination Sub-Committee receiving additional fees to reflect their additional responsibilities. These fees are paid in arrears at the end of each financial year. The level of remuneration is considered annually by the Association's Remuneration Group, which makes recommendations to the Board.

The two Manager directors receive no remuneration directly from the Association but are remunerated by the Managers.

No remuneration paid by the Association to its non-executive directors is based on the performance of the Association.

Material Transactions

There were no material transactions during the financial year.

4.2 Fit and proper requirements

The Association has well established procedures in place to ensure that all controlled function holders remain fit and proper to carry out their duties and to discharge their responsibilities. In particular these individuals must:

- meet the requirements of the Regulators' 'fit and proper' test and follow its principles;
- comply with the Statement of Responsibilities; and
- report anything that could affect their ongoing suitability.

When considering an individual's fitness and propriety the following factors are considered:

- their competence and capability;
- their integrity and reputation; and
- their financial soundness.

When assessing an individual's competence and capability to take on a controlled function role, all relevant matters are considered prior to their appointment. These include a review and assessment of:

- the competencies and capabilities required to fulfil the intended role. This is assessed throughout the recruitment process, particularly through interviews;
- the experience of the candidate and any additional training required; and
- whether the candidate's reputation would suit the role for which they are being considered, bearing in mind the factors set out within the FCA Handbook section 2.1.3 on fitness and propriety.

Fitness and propriety checks are made before an individual is appointed to carry out a controlled function and periodically thereafter. These include:

- with the knowledge and agreement of the candidate, the completion of civil and criminal checks through the use of a third -party provider;
- checking the veracity of any professional or other qualifications that are relevant to the role being applied for;
- obtaining references from the candidate's former employers; and
- consideration of any disclosures made by candidates (full supporting documentation will also be requested).

In determining a candidate's financial soundness, the following factors will be taken into account:

- any judgment debt or award in the United Kingdom or elsewhere;
- whether this remains outstanding or was not satisfied within a reasonable period; and
- whether the individual has made any arrangements with creditors, filed for bankruptcy, had a bankruptcy petition served on them, been the subject of a bankruptcy restriction order or any other related matter.

Prior to consideration for appointment, all directors of the Association complete a self-assessment of their skills, experience and capabilities relative to the responsibilities assigned to them under the new role. The results, which are added to the Skills Matrix maintained for all directors, are reviewed by the CRO, discussed as necessary with the individuals concerned and fed into individual training and further recruitment plans.

4.3 Risk management system

The Association's risk management system consists of its risk strategy, risk management policies, risk appetite statements, oversight and review processes necessary for effective risk and control assessment, monitoring and reporting.

The risk management strategy is aligned to the business strategy and sets out the risk management objectives, key principles and the assignment of risk management responsibilities across the Managers working on behalf of the Association. The overarching risk management policy implements the risk strategy by setting out the approach to categorising, managing and reporting current and future risks faced by the Association.

The risk management policy, associated procedures and process documentation provide demonstrable evidence that the Association's undernoted key risk areas are managed effectively in accordance with the requirements of Solvency II regulation.

- underwriting and reserving;
- asset-liability management;
- investment, derivatives and similar commitments;
- liquidity and concentration risk management;
- operational risk management; and
- reinsurance and other risk mitigation techniques.

In managing its risk exposures, the Association seeks to balance the risks and opportunities associated with its business strategy and objectives. The review and assessment of key risks to the business strategy both before and after the application of controls is conducted by the respective risk and control owners each quarter and recorded by the CRO in the Association's risk register.

Exposure to these risks is monitored against the Board-approved risk appetite; recorded as a set of qualitative statements and quantitative thresholds defining the type and level of risk that the Board is prepared to accept in order to deliver its business strategy.

The risk appetite, which underpins the Association's three-year projected business plans, is used to assess and report to the Board current, mid-term and emerging risks to the business on a quarterly basis.

To augment the Association's ongoing risk monitoring and reporting processes, the CRO conducts an annual review of its risk management system and more frequently if there are major changes in the risk profile of the business. Findings and recommendations arising from this review are also reported to the Board.

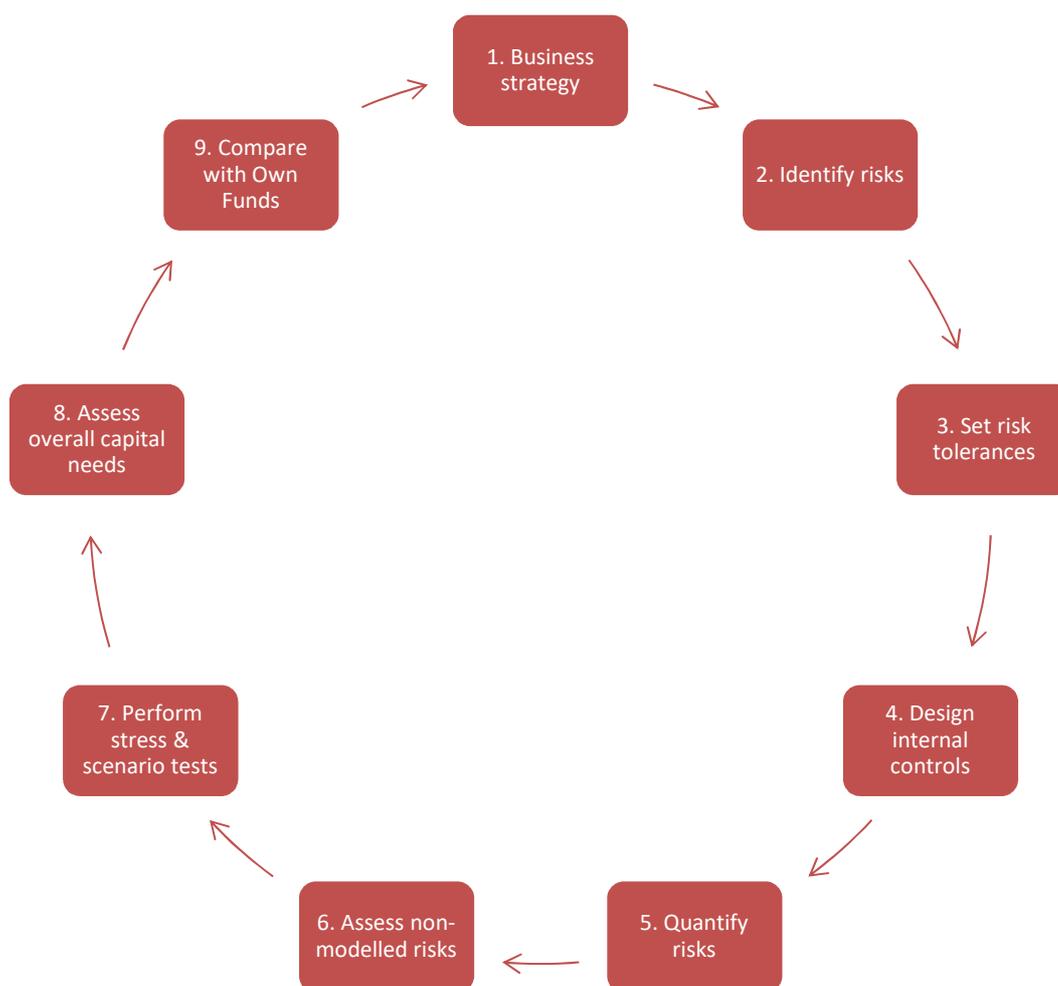
The Association's risk management system allows the Board and the senior management team to review and challenge credible risk information and make informed decisions about the risk profile of the business.

4.4 Conducting the Own Risk and Solvency Assessment (ORSA)

The ORSA is carried out in accordance with the Association's ORSA Policy (the Policy). The Policy sets out required standards and guidance for conducting the ORSA process and reporting to ensure all relevant regulatory and business requirements are continuously met. The purpose of the Policy is to assist the Board in implementing consistent processes to demonstrate the link between business strategy, risk appetite, risk profile and solvency needs. The Policy is reviewed and approved annually by the Board.

The ORSA process, which incorporates the risk monitoring and reporting activities performed by the Association's Key Control Functions, operates continuously throughout the year as part of day to day business operations. Outcomes of the process and conclusions drawn are recorded in an annual ORSA report presented to and signed off by the Board. Key steps within the ORSA process are set out in chart 1 below.

Chart 1: Summary of ORSA process



From a strategic perspective, the annual ORSA report provides the Board with a comprehensive assessment of the capital required to meet the Association’s strategic objectives over the next three years, based on its projected business plan and the risk profile it generates. From an operational point of view, ORSA processes and results are used to inform and support the Board when making key decisions, for example on calls on Members, returns of call, pricing, reinsurance purchase and investment strategy.

The 2020 ORSA includes an assessment of both the economic and regulatory capital position of the business for the next three years as at 30 June 2020 by reference to the Economic Capital Benchmark (ECB), Solvency Capital Requirement (SCR) and Minimum Capital Requirements (MCR). The next iteration of the ORSA will be reviewed by the Board in March 2021.

The ECB defines the amount of capital that must be held to implement the business strategy for the next three years to cover the risk of losses from all potential sources that exceed risk appetite up to the 99.5th level of confidence.

The SCR defines the amount of capital that the Association must hold to satisfy regulatory requirements. The benchmark set for the SCR is also at the 99.5th level of confidence, but measured over a one-year period.

The MCR, which represents the absolute minimum level of capital that the Association must hold to avoid regulatory action, is also measured over a one-year period but reflects the 85th level of confidence.

The Association has used the Solvency II Standard Formula to calculate its SCR and MCR.

The annual ORSA report is reviewed by the Board to ensure that it is accurate and provides the necessary information for capital allocation and strategic planning purposes. Once the Board is satisfied, it approves the report which is then submitted to the PRA.

The ORSA report is produced annually, which is consistent with the stable nature of the Association's capital needs over time.

The ORSA may be undertaken more frequently if specific triggers occur which are set out in the Policy. However, none of these events have occurred since the last ORSA was prepared.

4.5 Internal control system

The Association's internal control system refers to a combination of activities carried out to eliminate or reduce the likelihood of risks materialising that are beyond the level of risk appetite considered within business plans and strategy.

Activities include:

- control management undertaken by the business, including quarterly control attestations provided to the CRO. Each identified control owner attests to the performance and effectiveness of their control environment over the six months. The CRO reports the results and any associated recommendations on a half yearly basis to the directors of Wren Managers and to the Board at the corresponding meeting;
- annual review and re-assessment of the Association's key risks by relevant risk owners, independently challenged by the CRO and reported to Wren Managers half yearly and to the Board;
- annual stress and scenario testing (including reverses stress tests) of the assumptions within the business plan to determine the financial, reputational, operational and capital impact of extreme adverse events. An agreed set of tests relevant to the Association's business plan and strategy are run by relevant members of the Finance and Actuarial Functions, reported to the CRO and included within the annual ORSA report;
- annual independent validation of capital calculations, including underlying assumptions and associated projections both within the Actuarial team and by the Chief Actuary;
- annual review and assessment of the effectiveness of the Association's risk management framework by the CRO;
- regulatory guidance, 'horizon scanning', recording and quarterly reporting of operational losses (actual, potential and near misses) and compliance breaches to the Board;
- half yearly compliance monitoring and reporting to the Wren Managers and the Board; and
- independent assurance reviews conducted by Internal Audit.

Where control deficiencies exist, remedial actions, the person responsible for taking them and the timeframe within which the control deficiency will be addressed, are recorded and monitored by the CRO.

Implementation of the Compliance Function

The Compliance Function is implemented by the Managers to support appropriate risk taking by the Association and proactively manage regulatory risk.

There are seven key areas in which the Compliance Function operates:

1. Advisory
 - active engagement with the business to identify and advise on regulatory matters, whether internally or externally generated, to mitigate regulatory risk including financial crime risk and support business objectives; and
 - proactive involvement in new strategic initiatives to provide guidance on regulatory matters.

2. Horizon scanning
 - interpreting and communicating new or revised regulations;
 - assessing and reporting the potential impact of these changes and proposing amendments to processes to meet requirements;
 - identifying and evaluating compliance risk to the Association's strategic plans and business transactions; and
 - regularly reviewing sources of emerging risk, maintaining a record within the emerging risk log, noting any potential impact and action planned or taken to avoid or mitigate the risk of loss.
3. Incident management
 - coordinating the management and recording of any regulatory breaches and financial crime incidents, liaising between all relevant stakeholders to bring matters to a satisfactory conclusion;
 - advising on remedial action for the business to take to reduce the impact and avoid re-occurrence; and
 - undertaking incident root cause analysis as required.
4. Regulatory relationship management
 - acting as the primary contact point between the Association, its regulators (in the UK and in other territories as necessary) and other relevant authorities such as law enforcement agencies, to facilitate and assist with the management of those relationships; and
 - acting as a portal for routine communication and contact between the Association and its regulators, managing responses to information requests outside standard regulatory reporting.
5. Compliance training
 - providing direction, education and formal training on compliance and regulatory matters; and
 - monitoring staff completion of mandated compliance and financial crime training.
6. Reporting
 - reporting on Regulatory and Financial Crime matters to the Board and other relevant stakeholders; and
 - providing input to and co-managing, with Finance, external regulatory reports.
7. Oversight and assurance
 - assessing and monitoring compliance across the business using agreed indicators and reporting the results to the Board;
 - conducting investigations and process reviews where regulatory controls are found to be weak or not consistently applied; or in response to demands by the regulator or at the request of management; and
 - overseeing projects to implement operational changes within the business in order to comply with new or revised regulations.

4.6 Implementation and independence of the Internal Audit Function

Internal Audit, provided by the Managers on behalf of the Association, provides independent assurance, advice and insight to the Board, designed to add value to the business and improve its operational effectiveness. It helps the Association to accomplish its objectives by bringing a systematic, disciplined approach to the evaluation of the effectiveness of its governance, risk management and control processes.

The Internal Audit Function is governed by written Terms of Reference (TOR), setting out the function's role, mandate, independence and authority to act. According to the TOR, the Head of Internal Audit is responsible for preparing:

- an internal audit universe based on the risks within the Association's risk register;

- a five-year strategic internal audit plan using a risk based approach for the timing and frequency of intended reviews; and
- an annual internal audit programme taking into consideration previous audit findings or those arising from compliance monitoring activities; the occurrence and cause of material unexpected losses, regulatory breaches or incidents involving financial crime as well as in response to feedback from regulators and management.

The internal audit universe and the annual internal audit programme are presented annually to the Audit Group.

The Head of Internal Audit and holder of the associated regulatory role for the Association under the SMFs and other CFs regime, reports all findings and recommendations arising from the review work performed to the Audit Group at each meeting and has regular discussions with the chairman of the Audit Group between meetings. Included within the Head of Internal Audit's reports is an update on the implementation by assigned individuals of previous recommendations. Material issues not addressed within agreed timescales are escalated to the Board.

The Internal Audit Function has no direct operational responsibility or authority over any of the activities audited and is not permitted to implement internal controls, develop operational procedures, prepare records or engage in any other activity that may impair its judgment. The Head of Internal Audit is obligated to report to the Audit Group any interference and related implications in determining the scope of internal audit reviews, performing work and communicating results.

4.7 Implementation of the Actuarial Function

The Association's Actuarial Function is made up of an internal actuarial team headed by a Chief Actuary employed by the Managers.

The Actuarial Function's organisation is designed to provide the Association with the necessary 'Approved Person' role and flexible actuarial support, whilst enabling the Association's Managers to maintain operational control of the work performed.

The internal actuarial team report to the Association's CFO. The Actuarial Function has responsibilities for the calculation of the Association's reserves and Solvency II technical provisions, its capital modelling, risk pricing and for providing analytical support to underwriters.

In accordance with Article 48 of the Solvency II Directive, The Chief Actuary has four main duties:

- to assess the appropriateness and adequacy of the Association's Solvency II technical provisions;
- to provide an opinion on the underwriting policy;
- to provide an opinion on the adequacy of reinsurance arrangements; and
- to contribute to the Association's risk management.

4.8 Outsourcing policies

Outsourcing is the use of a third party (either an affiliated entity within the same group or an external entity) to perform activities on a continuing basis that would normally be undertaken by the Association. The third party to whom an activity is outsourced is a 'service provider'.

The Association's approach to outsourcing is governed by the principles and standards set out in its Outsourcing Policy. This policy acts as a guide to the Managers for assessing the materiality of risks associated with outsourcing any given activity or service and the steps that must therefore be taken to mitigate and manage this risk effectively.

The policy establishes two fundamental principles:

- that the decision to outsource activities assessed as Critical (C) or Important (I) to the Association will be reserved for the Board; and

- the control framework through which outsourcing benefits and risks are assessed, controlled and monitored will be sufficiently robust to ensure that the Association's outsourcing arrangements will give advantage in practice.

Outsourcing is categorised under Solvency II as C or I if it would jeopardise adherence to the regulators' Threshold Conditions, which are required for the Association to maintain its UK regulatory authorisation.

The assessment of materiality determines at the outset whether the nature of the outsourced arrangement will make it C or I, after which the same stages for approval will be followed, although proportionate to the nature and materiality of the activities to be outsourced.

The starting point is to compare the potential benefits with the foreseeable risks, to see whether there is sufficient value in the proposition to go through a tender process. The scoring used in this viability check to assess whether the benefits outweigh the risk, is set out as an appendix to the Outsourcing policy.

Once the viability check is passed, the business sponsor will arrange for specific due diligence on a number of providers before presenting a value proposition and preferred service provider to either the directors of Wren Managers or, for C and I arrangements, the Board of the Association, for consideration and approval. The necessary due diligence, minimum contractual terms and approval process to be followed are set out in various appendices to the Outsourcing policy and designed to ensure that:

- adequate review and assessment has been carried out on the impact of the outsourcing on the Association's risk profile and contingency plans in the event of service failure by the selected provider;
- the selected service provider has the ability, capability and legal authority to meet the Association's business requirements and is free of any conflicts of interest relevant to the outsourcing;
- the service provider is financially sound, professionally competent, appropriately experienced and has adequate insurance cover to meet its contractual obligations;
- contracts between the service provider and the Association setting out the duties and responsibilities of both parties, are signed-off by appropriately authorised signatories and comply with all relevant legal and regulatory requirements;
- control mechanisms established by the Managers for monitoring the performance and quality of services provided by a third party are commensurate with the nature and materiality of the risk to which they expose the Association; and
- the outsourcing does not impair the Association's systems of governance or increase the level of Operational risk.

The Association's C and I outsourcing arrangements relate to:

- the appointment of its Managers; and
- the management of its investments by Mercer.

4.9 Assessment of the adequacy of the systems of governance

The Board considers that the System of Governance is appropriate for the nature, scale and complexity of the inherent risks facing the Association.

5. Risk profile

The Association is focused on the identification and management of exposure to risk through its core activity as a provider of insurance services. The key areas of risk faced by the Association can be classified as follows:

- Underwriting risk – incorporating premium and reserving risk;
- Market risk – incorporating equity risk, interest rate risk, spread risk and currency rate risk;
- Counterparty default risk – being the risk that a counterparty is unable to pay amounts in full when due;
- Liquidity risk - being the risk that cash may not be available to pay obligations as they fall due;
- Operational risk – being the risk of failure of internal processes or controls; and
- Strategic risk – being the risk that strategy is poorly set, executed or is unresponsive to external developments.

The Association manages these risks through the six-monthly Risk Register update, which uses metrics to monitor risk outcomes and control effectiveness and receives attestation on less significant controls from Risk Owners. Risk outcomes are compared to the results of the Association's SCR, outcomes of stress and scenario testing, self-reported Risk Incidents and Internal Audit findings to ensure that a rounded consideration of the Association's risk profile is provided to Wren Managers half yearly and to the Board.

The assumptions underlying the Association's standard formula SCR are considered to be a good fit with its risk profile, noting that strategic risk is captured within operational risk and liquidity risk is incorporated within market risk.

The Association's standard formula SCR risk profile as at 30 June 2020 is as follows:

Key areas	Percentage of SCR
Underwriting risk	61.5%
Market risk	33.8%
Credit risk	0.9%
Operational risk	3.8%

5.1 Underwriting risk

The Association's exposure to underwriting risk is managed through the underwriting process, acquisition of reinsurance cover, the management of claims costs and the reserving process. Underwriting risk exposure arises from a single line of business: Professional indemnity (PI) risks and for the purposes of capital reporting this is categorised as General Liability insurance. All business is written in the United Kingdom (UK) and majority of the exposure is UK based.

Underwriting process

The Association provides Members with cover for PI risks. The Association sets a projected level of Call based on a target confidence level, such that the Call and investment income will be sufficient to meet net claims and expenses incurred over the full development of the policy year. The development of claims is monitored on a quarterly basis by Wren Managers and the Board of the Association.

Reinsurance

The establishment of the Association's reinsurance programme is driven by the Board's objective of managing risk to an acceptable level and to optimise the Association's capital position. The programme comprises excess of loss reinsurance cover from reputable reinsurers on the London Market covering various reinsurance layers between £3.0m and £20.0m.

Management of claims cost – Risk Management

The Association's strategy is to help its Members to prevent and avoid the occurrence of incidents while ensuring the efficient handling and management of claims when they do occur. To facilitate this strategy, the Association has established programmes to ensure high levels of claims management and to reduce claims risk. This includes an extensive risk management programme comprising a regular cycle of visits and reviews, where potential risk areas are identified, particularly those arising from new areas of practice, and measures are recommended for their control.

Reserving process

The Association establishes provisions for unpaid claims, both reported and unreported, and related expenses to cover its expected ultimate liability. These provisions are established through the application of actuarial techniques and assumptions and the key methods used by the Association in estimating liabilities are the Chain Ladder, Bornhuetter-Ferguson Method and Stochastic bootstrap modelling methods. The results are presented to the Association's Reserving Group, which meets quarterly in order to review and challenge the setting of reserves. They are reviewed annually by the Audit Group. In order to minimise the risk of understating these provisions, the assumptions made and actuarial techniques employed are reviewed in detail by senior management and reserves are set to meet target confidence levels for each policy year.

The Association considers that the liability for insurance claims recognised in the statement of financial position and the Solvency II balance sheet is prudent, understanding that actual experience will differ from the expected outcome.

Sensitivity testing of underwriting risk

The Association carries out sensitivity testing on its claims reserves. The results of sensitivity testing are set out below, showing the impact on surplus/deficit before tax, gross and net of reinsurance. For each sensitivity, the impact of a change in a single factor is shown, with other assumptions unchanged. The sensitivity analysis assumes that a change in loss ratio is driven by a change in claims incurred.

Increase in loss ratio by 5 percentage points.

	2020 £	2019 £
Gross	533,581	496,072
Net	461,005	341,502

A 5% decrease in loss ratios would have an equal and opposite effect.

5.2 Market risk

Market risk is the risk of adverse financial impact as a consequence of market movements such as currency exchange rates, interest rates and price changes. Market risk arises due to fluctuations in both the value of assets held and the value of liabilities.

The investment strategy, which is reviewed periodically, is set by the Board with the assistance of external investment consultants. The strategy reflects the risk appetite of the Association and is designed to maximise return while holding risk to a level deemed acceptable. The policy allows the investment managers to invest a proportion of the portfolio in assets which carry a greater risk but potentially higher return (the growth portfolio), such as equities, with the majority in lower risk investments that match liabilities and provide a cash buffer (the matching portfolio).

Interest rate risk management

Interest rate risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market rates. Interest rate risk arises primarily from the nature and term of

investments held and is managed through the buying and selling of appropriate fixed interest securities of different durations.

The Association uses a number of sensitivity management tools to understand the volatility of surpluses/deficits. The table below shows the effects of a 0.5% increase or decrease in interest on earnings from debt securities:

	2020 £	2019 £
0.5% increase in interest rates	24,366	24,511
0.5% decrease in interest rates	(24,366)	(24,511)

Equity price sensitivity analysis

The Association is exposed to price risk through its holding of equities. The exposure through equities is limited to a controlled proportion of the overall portfolio. At the year end the holding in equities was 34% (2019 – 36%) of the investment portfolio. The value of the equity holding at the year end amounted to £27.2m (2019 – £27.2m).

The table below shows the anticipated change in investment market values from a 5% increase or decrease in underlying prices:

	2020 £	2019 £
5% increase in equity price	1,361,708	1,362,983
5% decrease in equity price	(1,361,708)	(1,362,983)
5% increase in corporate bond price	1,278,303	802,520
5% decrease in corporate bond price	(1,278,303)	(802,520)
5% increase in fixed interest price	1,129,903	1,475,635
5% decrease in fixed interest price	(1,129,903)	(1,475,635)

The table above demonstrates the effect of a change in a key assumption while other assumptions remain unchanged. It should be noted that these sensitivities are non-linear, and larger or smaller impacts should not be extrapolated or interpolated from these results. Management actions could include selling investments, changing investment portfolio allocation and taking other protective action. In addition, the financial position of the Association may vary at the time that any actual market movement occurs.

5.3 Credit risk

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Association.

The key areas where the Association is exposed to credit risk are:

- amounts recoverable under reinsurance contracts;
- amounts due from Members; and
- counterparty risk with respect to cash and investments.

Amounts recoverable on reinsurance contracts

The Association is exposed to credit risk from a counterparty failing to comply with its obligations under a contract of reinsurance.

The excess of loss reinsurance programme is placed through Willis Re, a Lloyd's broker. The Association has set selection criteria whereby each reinsurer is required to hold a credit rating of at least "A-" at the time the contract is made. The reinsurance is placed with Lloyd's and company market underwriters (A rated). This is monitored by the Board.

Amounts due from Members

Amounts due from Members represents premium owing to the Association in respect of insurance business written. The Association manages the risk of Member default through a screening process to ensure the quality of new entrants to the Association and the ability to cancel cover and outstanding claims to Members that fail to settle amounts payable. The Association's policy is that Members should have paid all outstanding calls within 30 days. Amounts written off as bad debt have been minimal over recent years.

Counterparty risk with respect to cash and investments

Following a change in investment manager during the current financial year, the majority of the Association's investments are invested in funds managed by Mercer and are not rated by external ratings agencies. The policy allows for investment in funds with equities, fixed interest securities, corporate bonds and cash.

The average ratings of the funds are monitored by the Association's Investment Strategy Group, with assistance from Mercer. The fund credit ratings allocated by Mercer and the underlying credit ratings of the investments held within the funds are reviewed by the Group to ensure that materially all investments are at least rated as investment grade. The Group also ensures that Mercer monitors the underlying investments to limit the risk of default.

The remaining financial assets with no rating relate to Member and other debtors amounting to £104,977 (2019 - £61,145).

The following tables provide information regarding credit risk exposure for financial assets with external credit ratings.

	2020 £	2019 £
Corporate bond investments	25,566,056	16,050,401
Fixed interest investments	22,598,068	29,512,694
Equity investments	27,234,158	27,259,657
Reinsurers share of technical provisions	149,999	-
Member and other debtors	104,977	61,145
Deposits with credit institutions	1,924,560	3,760,855
Cash at bank	3,127,837	3,323,756

	2020 £	2019 £
AAA	-	-
AA	3,127,837	3,323,756
A	149,999	-
BBB+ and below	-	-
No rating	77,427,818	76,644,752
Total financial assets bearing risk	80,705,654	79,968,508

5.4 Liquidity risk

Liquidity risk is the risk that cash may not be available to pay obligations as they fall due at a reasonable cost. The Association has adapted an investment policy which requires the maintenance of significant holdings in cash funds and short term deposits to ensure sufficient funds are available to cover anticipated liabilities and unexpected levels of demand. Short term cash needs are monitored to ensure the most efficient investment of cash balances.

The following table provides a maturity analysis of the Association's financial assets representing the date that a contract will mature, amounts are due for payment or the asset could be realised without significant additional cost:

At 30 June 2020	Short term assets £	Within 1 year £	1-2 years £	2-5 years £	Over 5 years £	Total £
Quoted shares and variable field securities	27,234,158	-	-	-	-	27,234,158
Debt securities and other fixed income securities	48,164,124	-	-	-	-	48,164,124
Deposits with credit institutions	1,924,559	-	-	-	-	1,924,559
Reinsurers' share of outstanding claims	-	-	-	37,660	112,339	149,999
Direct insurance operations - Members	104,977	-	-	-	-	104,977
Cash at bank	3,127,837	-	-	-	-	3,127,837
Total assets	80,555,655	-	-	-	-	80,705,654

The following is an analysis of the estimated timings of net cash flows by financial liability. The timing of cash flows is based on current estimates and historic trends. The actual timings of cash flows may be materially different from those disclosed below:

At 30 June 2020	Short term liabilities £	Within 1 year £	1-2 years £	2-5 years £	Over 5 years £	Total £
Gross outstanding claims	-	585,280	2,986,325	21,723,547	16,369,094	41,664,245
Direct insurance operations - Members	-	20,071	-	-	-	20,071
Reinsurance operations	326,006	-	-	-	-	326,006
Taxation	-	61,132	-	-	-	61,132
Other Creditors	430,738	-	-	-	-	430,738
Total liabilities	756,745	666,483	2,986,325	21,723,547	16,369,094	42,502,193

Expected profit in future premiums

The total amount of the expected profit included in future premiums as calculated in accordance with Article 260(2) of the Solvency II Delegated Regulation was £0 at 30 June 2020 (2019: £0). This is due to the Association receiving all premiums for each policy within the financial year that it is written for. Hence no premiums are expected to be received in the future with respect to existing insurance contracts as specified in the Solvency II Delegated Acts.

5.5 Operational risk

Operational risks relate to the failure of internal processes, systems or controls due to human or other error. Operational risk is tolerated, but minimised by the Managers on behalf of the Association through the application of key mitigating controls. The Association documents all key procedures and controls in a procedures manual, which is embedded into the organisation, updated on a continuous basis and available to all staff. Compliance with the procedures and controls documented within the manual is audited on a regular basis through the internal audit function which is directed and reviewed by the Managers and the Audit Group. A staff handbook contains all key policies that have been documented.

The assessment of key operational risks and associated controls is recorded in the Association's Risk Register which is updated and reported to the Board on a quarterly basis.

Operational risk is also measured through a set of risk scenarios – those scenarios used in the Association's ECB as at 30 June 2019 relate to the following operational aspects of the strategy and business model:

- reliance on third parties;
- compliance failure;
- loss of key staff;
- underwriting;
- reinsurance;
- claims;
- business interruption;
- inaccurate management information; and
- internal or external fraud.

Operational risks relating to 'people' are controlled by the Managers through succession planning; staff training; having adequate Errors and Omissions insurance; validation of references; background checks and the segregation of duties.

Systems are controlled through data back up; Disaster Recovery design and regular testing of the Association's Business Continuity Plan.

All key control processes are documented in the Association's various operational policies and procedure manuals. Compliance is tested and monitored by the Association's Compliance, Risk Management and Internal Audit functions and reported to the Board by the CRO and Head of Internal Audit respectively.

5.6 Strategic Risk

Strategic risk can arise from making poor business decisions, from the substandard execution of decisions, from inadequate resource allocation, or from a failure to respond well to changes in the business environment.

Strategic risk is accepted where sufficient value is available.

Strategy is a matter reserved to the Board but in the Risk Register is used to track sustainability of the Association / the Managers to ensure that a reliance is not built up for a significant Member, as this can skew strategic options.

6. Valuation of assets and liabilities for solvency purposes

6.1 Assets

The following table sets out the value of the Association's assets at 30 June 2020.

	Assets per GAAP £m	Assets per Solvency II £m	Variance £m
Financial investments	77.3	77.3	-
Reinsurance recoverable	0.1	(1.4)	1.5
Other assets	3.2	3.2	-
Total Assets	80.7	79.2	1.5

In general, the valuation method of assets is aligned with the statutory accounts and therefore the basis of preparation aligns with the accounting policies outlined in the Association's Annual Report and Financial Statements, Note 1. Exceptions to these methods are outlined in the relevant sections below.

Investments

The Association's investments are valued for Solvency II purposes on the same basis as the annual financial statements, which follow UK GAAP. All of the Association's investments are traded on mainstream exchanges.

Accrued interest for the purposes of Solvency II has been included in financial investments whereas for UK GAAP this is included in 'other assets'.

Reinsurers' share of technical provisions

In the Solvency II balance sheet, the reinsurers' share of technical provisions is valued as part of net technical provisions. Additional market reinsurance recoveries have been accounted for under Solvency II compared to GAAP to take into account a potential deterioration in one reported notification at year end. These are the only differences in valuation between GAAP and Solvency II.

Other assets

The differences in the valuation between UK GAAP and Solvency II relates to the recognition of accrued interest which has been recognised for Solvency II purposes under Investments and for UK GAAP purposes under 'other assets'. All other assets are valued for Solvency II purposes on the same basis as the GAAP financial statements.

There were no changes to any of the recognition criteria or valuation methods during the year.

6.2 Technical provisions – Solvency II basis

At 30 June 2020, the Association held technical provisions, valued for Solvency II purposes, of £44.44m.

The assessment of these reserves is based on commonly accepted actuarial techniques applied in a consistent manner. Whilst professional judgment has been exercised in all instances, projections of future ultimate losses and loss expenses are inherently uncertain due to the random nature of claim occurrences. The accuracy of the results is dependent upon the accuracy of the underlying data and additional information supplied to the actuarial teams.

The following table shows the analysis of these provisions between best estimate and risk margin, and compares them to the UK GAAP technical provisions at 30 June 2020:

	Gross £m	RI £m	Net £m
Balance per UK GAAP	41.66	0.15	41.51
Prudence Margin (GAAP to BE)	(3.73)	0.18	(3.91)
Bound but not incepted ("BBNI") business	(6.00)	(1.85)	(4.15)
Non-investment expenses	0.49	-	0.49
RI credit default	-	-	-
ENID	3.76	0.14	3.62
Investment expenses	-	-	-
Discounting	(0.23)	(0.01)	(0.23)
Balance per Solvency II before risk margin adjustment	35.95	(1.39)	37.34
Risk Margin	7.10	-	7.10
Balance per SII	43.05	(1.39)	44.44
Variance between SII and GAAP variance	(1.39)	1.54	(2.93)

* The net amount in the table above is calculated as Gross less RI

Since the Solvency II technical provisions figure is a best estimate, the UK GAAP technical provisions are adjusted for the following items:

- all margins for prudence are removed;
- a provision is made for events not in data ("ENID") to represent a true average of future outcomes;
- technical provisions are stated both gross and net of reinsurance;
- an allowance is made for business which is 'bound but not incepted'(BBNI) as at 30 June 2020; and
- an additional Solvency II risk margin is added, which is intended to represent a notional market value adjustment.

The Association values technical provisions (TPs) using the methodology prescribed by the Solvency II Directive and the regulations made under the Directive.

Solvency II Technical Provisions methodology

Technical provisions (TPs) for Solvency II purposes are made up of a best estimate of claims, premiums and expense cashflows, which are then discounted. Finally, a risk margin is added. The best estimate cashflows are the amounts expected to be paid/received in the future without any margin of prudence. Each element of the TPs is described in more detail below.

Homogeneous risk groups

The Association uses one homogeneous risk group for TPs as it writes only professional indemnity cover for architects.

Gross claims cashflows and reinsurance recoveries

Gross claims are projected to ultimate cost using standard actuarial techniques including Bornhuetter-Ferguson and chain ladder with some judgment overlaid. This judgment is important because of the nature of the historical data and the need to apply relevant information regarding specific claims. The key assumptions made include the projected development patterns (both incurred and paid), initial expected loss ratio for the most recent policy years and the credibility assigned to the loss ratio.

These methods are considered appropriate given that the data includes policy years which are fully run off, where the business written has been stable and where there have been no material changes in the way that claims are handled.

At the valuation date, 30 June 2020, the Association had no unearned business except for business that was bound but not incepted (BBNI). This is because all coverage is annual, renews prior to year-end and incepts on the first day of the policy year. For the purposes of Solvency II, any business that is bound to be written before the beginning of the Association's financial year (i.e. from 1 July 2019) is included in the calculation of TPs. However, this concept is not applicable under UK GAAP where only business that has incepted is included in the TPs at the valuation date. BBNI includes all cash inflows as well as outflows and in the Association's case, this includes advance call, acquisition and administration expenses, reinsurance premiums, projected gross claims and corresponding reinsurance recoveries. The BBNI cashflow inputs of premiums and associated expenses are obtained from the calls projections (business plan) and the ultimate gross claims and reinsurance recoveries are outputs from the Association's premium risk model. This is a stochastic model which projects future gross claims by applying a statistical distribution (based on historical claims experience) to the exposure. The gross claims are then subjected to the applicable reinsurance programme to obtain the expected reinsurance recoveries.

A percentage loading is added to both earned and BBNI business to allow for ENID, which allows for severe events to which the Association could be exposed but which are absent from the historical data. The ENID percentage loading has been calculated using the Lloyd's Approximation Method 1, which is a simple and pragmatic calculation based on the assumption that the underlying data is a good fit with the log-normal distribution. The model uses the estimated coefficient of variation from the underlying data and an estimated return period to calculate the percentage loading.

Projected cashflows are estimated by applying payment patterns to the estimates of the ultimate gross claims and recoveries. The assumed payment patterns are derived using chain ladder methodology on historical gross paid claims triangles.

Premiums

Future amounts and timing of premium cashflows are assumed to be in line with the latest call setting decisions.

Gross and reinsurance premiums for the BBNI business are taken from the projected 2020/21 policy year, which forms the Association's business plan.

Expenses

Acquisition and administrative expenses

There are no acquisition or administrative expenses relating to earned business.

For BBNI business, acquisition costs and internal administrative costs are calculated as a percentage of the total operating costs from the business plan for the forthcoming policy year. The operating costs from the business plan are set assuming a percentage increase in operating costs from 2019/20 plus some specific additional costs. The external administrative costs are taken from the business plan.

Claims handling expenses

Allocated claims handling expenses are assumed to be included in the best estimate claims reserves and, therefore, no explicit allowance is made.

Unallocated claims handling expenses are split between expenses that are expected to be paid in the 2020/21 policy year and expenses paid in subsequent years. The expenses paid in 2020/21 are calculated as an assumed percentage of the total operating costs for the forthcoming year. The expenses paid beyond 2020/21 are the same as those included in the GAAP reserves. The unallocated claims handling expenses are allocated between claims and premium provisions in proportion to claims payments.

Investment management expenses

The investment management expenses are calculated as an assumed percentage of the sum of the projected and discounted TPs (excluding investment expenses) at each future valuation date. The assumed percentage is calculated as the annual investment management expenses divided by funds under management.

Discounting

Claims, premium and expense cashflows have been discounted using the GBP EIOPA yield curve as at 30 June 2020.

Risk Margin

The method used to calculate the risk margin is to:

- estimate the SCR for the Association using the standard formula;
- project the future SCRs using different runoff patterns for different elements of the SCR as follows:
 - non-life underwriting risk and operational risk are combined and run off in proportion to the square root of the percentage of future gross claims cashflows;
 - counterparty default risk is run off in proportion to the square root of the percentage of future reinsurance recovery cashflows; and
- discount and sum the projected SCRs and multiply by the cost of capital.

Uncertainty associated with the value of technical provisions

The estimate of the Solvency II technical provisions is considered to be an accurate assessment of future obligations. However, it remains an approximation. Factors affecting the level of uncertainty are both internal and external and the nature of these factors is such that they are difficult to quantify in both likelihood and magnitude. The issues that affect the certainty of the technical provisions include:

- the projection of numerous cash-flows, including future premiums, claim payments and reinsurance recoveries on these payments. None of these will develop exactly as projected and deviations from these projections are normal and to be expected;
- the assumptions used to calculate the Premium Provision are based on the expectation of an 'average year'. Actual underwriting performance for that business may vary significantly from the assumed position at the outset;
- the yield curves used to discount future cash-flows can vary from one year to the next which introduces additional balance sheet volatility that does not exist on a UK GAAP balance sheet;
- there is greater uncertainty associated with more recent policy years as these are still in an early stage of development; and
- for certain elements of the technical provisions, for example ENID, very little data exists on which to base the assumptions and hence a high degree of judgement is required, which could lead to increased uncertainty in the estimates.

Data adjustments and recommendations

There were no data deficiencies for which an adjustment was necessary. Improvements to the data governance procedures are planned for 2019/20 including the introduction of a data governance policy and data controls.

Changes since the last reporting period

There have been no other changes in the TPs methodology since the previous period.

6.3 Other liabilities

The following table sets out the value of the Association's other liabilities at 30 June 2020.

	Liabilities per GAAP £m	Liabilities per Solvency II £m	Variance £m
Member creditors	0.0	0.0	-
Other creditors	0.5	0.5	-
Reinsurance creditors	0.3	0.3	-
Total liabilities	0.8	0.8	-

The Association's other liabilities are recognised and valued for Solvency II purposes on the same basis as the annual financial statements, which are based on UK GAAP and there are no material difference between the two.

Alternative methods of valuation

The Association does not use any alternative valuation methods.

7. Capital management

7.1 Own funds

The Association's Business Plan and ORSA process measure the current and projected capital and solvency position over a three-year time horizon. The core capital management objective over this period is for the Association to maintain Tier 1 basic own funds at a level which provides a capital buffer in excess of the higher of its SCR.

The Association has a simple capital structure, with balance sheet reserves comprising a single item: tier 1 capital derived from past underwriting and investment surpluses. There were no restrictions on the availability of the Association's own funds to support the SCR and MCR.

At 30 June 2020 and 2019, the Association held the following own funds.

	30 June 2020 £m	30 June 2019 £m	Movement £m
Income and expenditure account	12.91	9.82	3.09
Investment reserve	11.07	12.40	(1.33)
Reinsurance reserve	0.54	13.46	(12.92)
General reserve	13.69	13.25	0.44
Total resources	38.20	48.93	(10.73)
Solvency II adjustment	(2.93)	(0.81)	(2.11)
Total own funds	35.28	48.12	(12.84)

Analysis of significant changes during the period

The following table shows the movement in own funds between 30 June 2019 and 30 June 2020:

	£m
Own funds at 30 June 2019	48.12
Increase in net technical provisions	(15.54)
Increase in investments	0.74
Decrease in other assets	(0.15)
Increase in other liabilities	2.11
Own funds at 30 June 2020	35.28

The following table shows the reconciliation between UK GAAP net asset value and Solvency II net asset value at 30 June 2020:

	£m
Excess of assets over liabilities – UK GAAP	38.20
Asset valuation difference	(1.54)
Gross technical provisions valuation difference	(1.39)
Liability valuation difference	0.00
Total own funds – Solvency II	35.28

7.2 Solvency Capital Requirement (SCR)

The following table shows an analysis of the Association's SCR split by risk modules and comparison to the previous year end.

Heads of risk	SCR		Movement £m
	30 June 2020 £m	30 June 2019 £m	
Underwriting risk	17.4	10.1	7.3
Market risk	9.6	10.3	(0.8)
Counterparty default risk	0.2	0.3	(0.0)
Operational risk	1.1	0.7	0.4
Aggregate SCR	28.3	21.4	6.9
Correlation credit	(5.2)	(4.4)	(0.8)
Aggregate SCR net of correlations	23.0	17.0	6.1

The Association has not used any simplified calculations nor the duration-based equity risk sub-module as set out in Article 304 of Directive 2009/138/EC in the calculation of the SCR. The Association has not used undertaking-specific parameters in any of the risk modules described below.

The main changes in the SCR since 30 June 2019 reflect the following factors.

Underwriting risk

SCR underwriting risk capital for the Association is made up of three elements, premium risk, reserve risk and catastrophe (CAT) risk. Premium risk is based on the higher of either the expected value of net premiums over the next 12 months or the value of net premiums earned over the last 12 months. Reserve risk is based on the valuation of net technical (claims) provisions. CAT risk is based on a prescribed scenario-based approach of one claim from a member resulting in one full claim on the Association.

Reserve risk is the main driver of the increase in overall underwriting risk since last year. Reserve risk has increased significantly, by approximately £4.8m, as a result of the increase in the best estimate claims provisions. Premium risk has also increased by approximately by £1.7m due to higher net premiums written in the last 12 months, in response to the increased liabilities. CAT risk remains the same as last year as the Association's limit of cover and reinsurance structure has remained the same, for non-cladding claims, and therefore the net impact to the Association of one full claim also remains the same.

Overall, SCR underwriting risk capital has increased by £7.3m which represents a 72% increment since last year.

Market risk

Market risk for the Association is driven by a combination of market risk drivers - interest rate risk, equity risk, currency risk, spread risk and concentration risk.

The small decrease in overall market risk has been driven primarily by a decrease in currency risk of £1.4m and decrease in equity risk of £1.2m. Currency risk reduced mainly due to an improved matching of Assets and Liabilities within non-GBP currencies. Equity risk reduced mainly due to a reduction in the EIOPA symmetric adjustment, a variable component of the equity capital charge under the standard formula, but also due to the value of the equity investments themselves being reduced.

This has been partially offset by an increase in spread risk of £1.3m. This is as a result of an increase in the assets and duration subject to spread risk following a change in the investment strategy during the year.

Overall, SCR market risk capital has decreased by £0.7m which represents a 7% reduction since last year.

Counterparty default risk

The counterparty default risk capital requirement has not significantly changed in the past 12 months and its low value reflects exposure to highly rated reinsurers and banks.

Operational risk

There has been an increase of £0.4m in the operational risk charge since last year. Under the Standard Formula, operational risk is calculated as the maximum of a proportion of either the gross technical provisions (excluding risk margin) or gross earned premium (the greater of the amounts for the years ending 30 June 2019 or 30 June 2020), subject to a minimum of 30% of the calculated basic SCR. The gross technical provisions are the higher of the two and it is therefore the increase in gross technical provisions that has driven the increase in operational risk.

Overall movement

Overall, the SCR has increased by £6.0m year on year, from £17m to £23m.

7.3 Minimum Capital Requirement (MCR)

The MCR calculation is based on the net value of technical provisions and the retained premiums for the previous 12 months. The result of the calculation is then subject to a floor and a cap, of 25% and 45% of the SCR respectively.

As at 30 June 2020, the MCR continues to be set at the floor of the SCR and as the SCR has increase the MCR has also increases to £5.8m from £4.2m.

7.4 The Association's overall capital position.

The following table shows the Association's capital position in relation to the SCR and the MCR at 30 June 2020:

	SCR £m	MCR £m
Capital requirement	23.0	5.8
Own funds available	35.3	35.3
Headroom	12.2	29.5
Solvency ratio	1.5	6.1

By reference to the SCR and MCR, the Association's own funds exceed the capital requirements. By these measures, the Association remains in a satisfactory capital position. Due to the uncertainty surrounding cladding notifications the Association's capital position will be monitored closely.

The Association has fully complied with the SCR and MCR requirements during the period under review. The calculation of the SCR and MCR is subject to supervisory assessment and may change following the review of the SCR and MCR calculation by the Regulator. Furthermore, the PRA has made use of an option not to require entities in its jurisdiction to disclose capital add-on (if any) during a transitional period ending 31 December 2020. No such capital add-ons have been notified to the Association.

The Wren Insurance Association Limited

Solvency and Financial Condition Report

Disclosures

30 June

2020

(Monetary amounts in GBP thousands)

General information

Undertaking name	The Wren Insurance Association Limited
Undertaking identification code	549300URZYG3Y44LBS68
Type of code of undertaking	LEI
Type of undertaking	Non-life undertakings
Country of authorisation	GB
Language of reporting	en
Reporting reference date	30 June 2020
Currency used for reporting	GBP
Accounting standards	Local GAAP
Method of Calculation of the SCR	Standard formula
Matching adjustment	No use of matching adjustment
Volatility adjustment	No use of volatility adjustment
Transitional measure on the risk-free interest rate	No use of transitional measure on the risk-free interest rate
Transitional measure on technical provisions	No use of transitional measure on technical provisions

List of reported templates

- S.02.01.02 - Balance sheet
- S.05.01.02 - Premiums, claims and expenses by line of business
- S.05.02.01 - Premiums, claims and expenses by country
- S.17.01.02 - Non-Life Technical Provisions
- S.19.01.21 - Non-Life insurance claims
- S.23.01.01 - Own Funds
- S.25.01.21 - Solvency Capital Requirement - for undertakings on Standard Formula
- S.28.01.01 - Minimum Capital Requirement - Only life or only non-life insurance or reinsurance activity

S.02.01.02

Balance sheet

		Solvency II value
		C0010
Assets		
R0030	Intangible assets	
R0040	Deferred tax assets	
R0050	Pension benefit surplus	
R0060	Property, plant & equipment held for own use	0
R0070	Investments (other than assets held for index-linked and unit-linked contracts)	77,323
R0080	<i>Property (other than for own use)</i>	0
R0090	<i>Holdings in related undertakings, including participations</i>	0
R0100	<i>Equities</i>	0
R0110	<i>Equities - listed</i>	
R0120	<i>Equities - unlisted</i>	
R0130	<i>Bonds</i>	0
R0140	<i>Government Bonds</i>	0
R0150	<i>Corporate Bonds</i>	0
R0160	<i>Structured notes</i>	0
R0170	<i>Collateralised securities</i>	0
R0180	<i>Collective Investments Undertakings</i>	77,323
R0190	<i>Derivatives</i>	
R0200	<i>Deposits other than cash equivalents</i>	0
R0210	<i>Other investments</i>	0
R0220	Assets held for index-linked and unit-linked contracts	
R0230	Loans and mortgages	0
R0240	<i>Loans on policies</i>	0
R0250	<i>Loans and mortgages to individuals</i>	
R0260	<i>Other loans and mortgages</i>	
R0270	Reinsurance recoverables from:	-1,392
R0280	<i>Non-life and health similar to non-life</i>	-1,392
R0290	<i>Non-life excluding health</i>	-1,392
R0300	<i>Health similar to non-life</i>	0
R0310	<i>Life and health similar to life, excluding index-linked and unit-linked</i>	0
R0320	<i>Health similar to life</i>	
R0330	<i>Life excluding health and index-linked and unit-linked</i>	
R0340	<i>Life index-linked and unit-linked</i>	
R0350	Deposits to cedants	0
R0360	Insurance and intermediaries receivables	105
R0370	Reinsurance receivables	
R0380	Receivables (trade, not insurance)	
R0390	Own shares (held directly)	
R0400	Amounts due in respect of own fund items or initial fund called up but not yet paid in	0
R0410	Cash and cash equivalents	3,128
R0420	Any other assets, not elsewhere shown	
R0500	Total assets	79,164

S.02.01.02

Balance sheet

		Solvency II value
		C0010
	Liabilities	
R0510	Technical provisions - non-life	43,049
R0520	<i>Technical provisions - non-life (excluding health)</i>	43,049
R0530	<i>TP calculated as a whole</i>	0
R0540	<i>Best Estimate</i>	35,951
R0550	<i>Risk margin</i>	7,099
R0560	<i>Technical provisions - health (similar to non-life)</i>	0
R0570	<i>TP calculated as a whole</i>	0
R0580	<i>Best Estimate</i>	0
R0590	<i>Risk margin</i>	0
R0600	Technical provisions - life (excluding index-linked and unit-linked)	0
R0610	<i>Technical provisions - health (similar to life)</i>	0
R0620	<i>TP calculated as a whole</i>	
R0630	<i>Best Estimate</i>	
R0640	<i>Risk margin</i>	
R0650	<i>Technical provisions - life (excluding health and index-linked and unit-linked)</i>	0
R0660	<i>TP calculated as a whole</i>	
R0670	<i>Best Estimate</i>	
R0680	<i>Risk margin</i>	
R0690	Technical provisions - index-linked and unit-linked	0
R0700	<i>TP calculated as a whole</i>	
R0710	<i>Best Estimate</i>	
R0720	<i>Risk margin</i>	
R0740	Contingent liabilities	
R0750	Provisions other than technical provisions	
R0760	Pension benefit obligations	
R0770	Deposits from reinsurers	
R0780	Deferred tax liabilities	
R0790	Derivatives	
R0800	Debts owed to credit institutions	
R0810	Financial liabilities other than debts owed to credit institutions	
R0820	Insurance & intermediaries payables	20
R0830	Reinsurance payables	326
R0840	Payables (trade, not insurance)	492
R0850	Subordinated liabilities	0
R0860	<i>Subordinated liabilities not in BOF</i>	
R0870	<i>Subordinated liabilities in BOF</i>	0
R0880	Any other liabilities, not elsewhere shown	
R0900	Total liabilities	43,887
R1000	Excess of assets over liabilities	35,277

