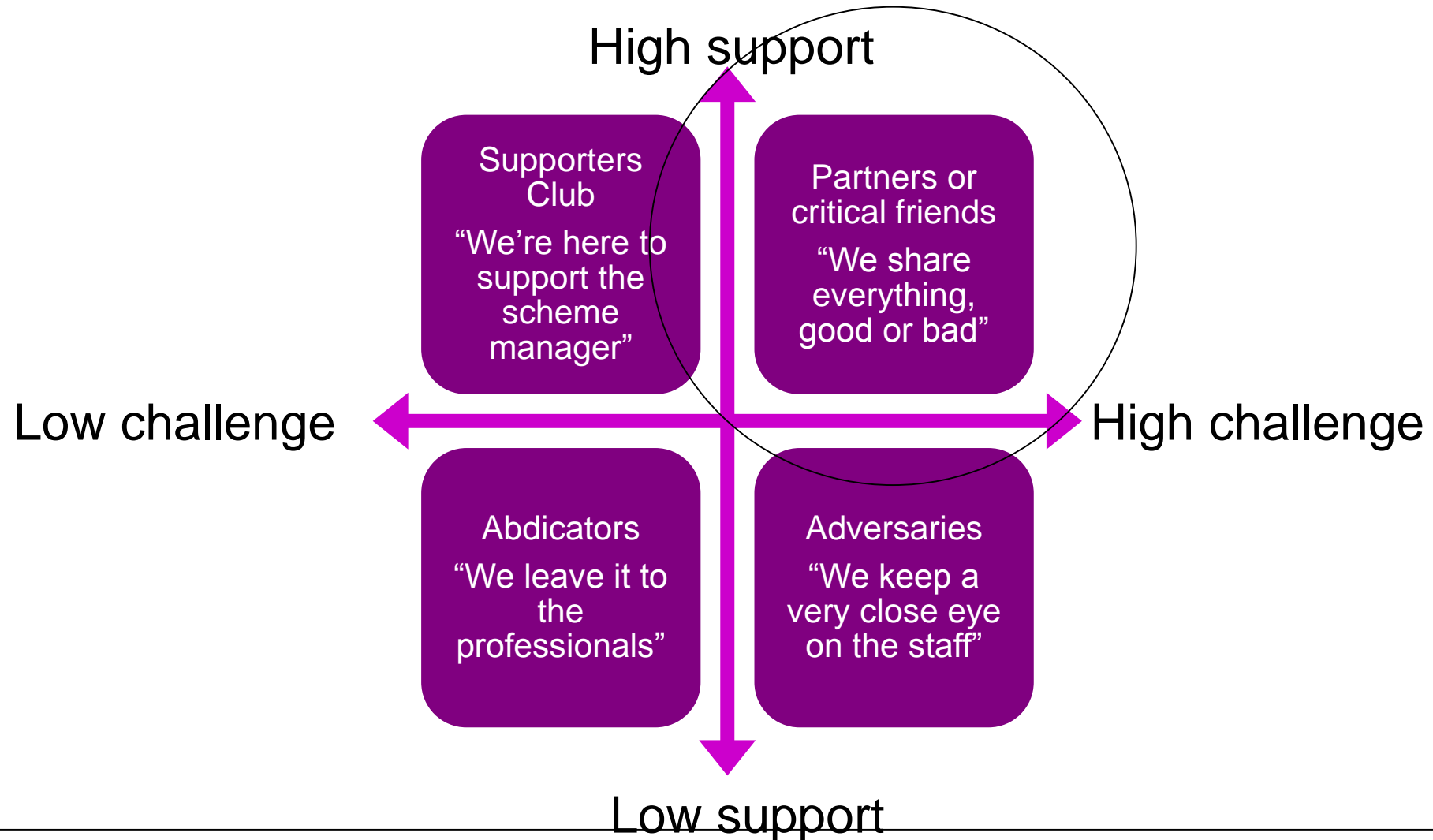


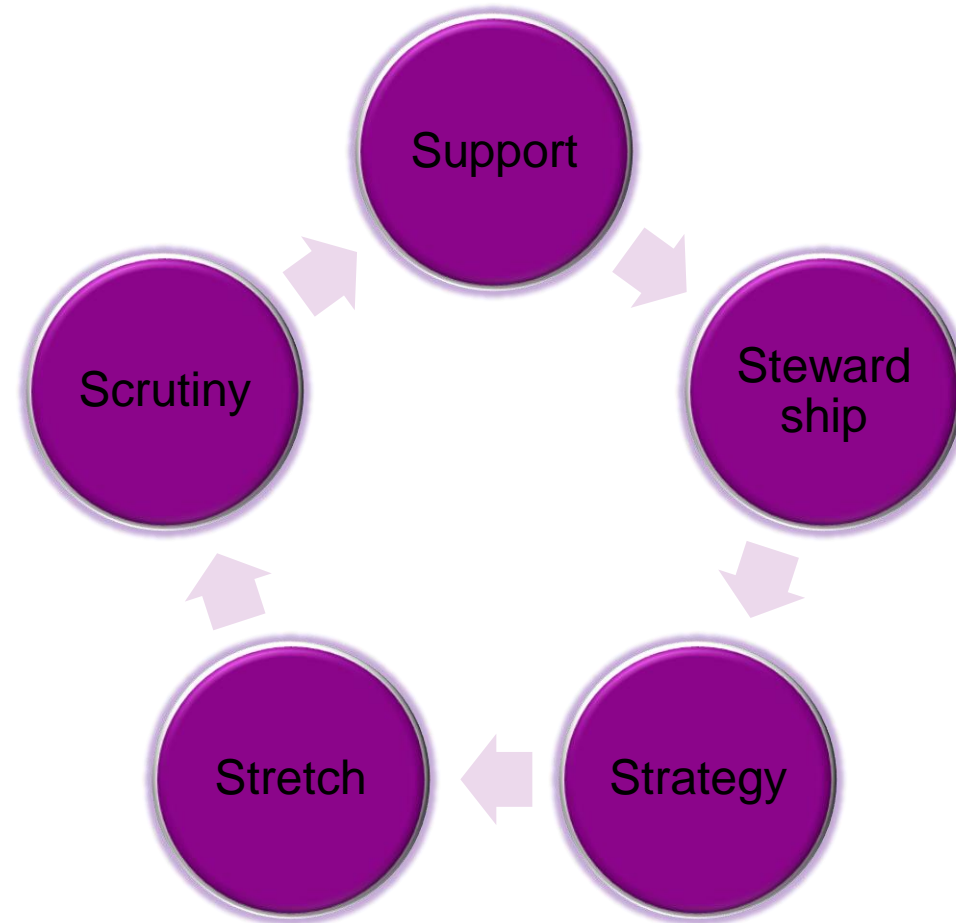
# Behaviours of a high performing board

Clair Alcock

# Behaviours of a high performing board



# The five S's in governance



## Support

- To encourage the scheme manager, boards in support say;
    - Have you got what you need to do that?
    - We ought to celebrate that?
-

## Stewardship

- To protect and conserve their assets; boards guarding access to knowledge and a good name say;
    - Will we still have the knowledge in five years time?
    - If a resource was removed would a risk be introduced?
-

## Strategy

- Before making big decisions, boards listen to what others have to say, they consult experts and their stakeholders, and then say;
    - Where could we be in five years time?
    - What do we want to achieve?
-

## Stretch

- To challenge and improve an organisation, boards that are stretching say;
    - How can we improve?
    - Have we thought of doing it differently?
-

## Scrutiny

- To assist the scheme manager by ensuring compliance with regulations, boards that are scrutinising or examining processes say;
    - What alternatives did you consider and why?
    - What regulations or case-law did you use to make your decision and why?
    - Have you followed guidance
    - What is someone else doing?
-





## Self-Reflection

- Do you perform an annual self-assessment
  - Have you reviewed your Terms of Reference recently? Are you comfortable with terms, positions and frequency. Examples of ToRs [here](#)
  - Do you have an annual workplan based on assessment
  - Have the right relationship with scheme manager -regular reports, catch ups?
-

## Delegation not abdication

Who  
owns  
pensions?

- Is there a natural home for pensions within your organisation?
- Is it part of the senior management team?
- Is it one persons responsibility?

Who  
monitors?

- Regular reports and from whom?
- An understanding of risk?
- Does the Local Pension Board report directly?
- What escalation procedures are there?

**Can boards help?**

# Closing remarks

**Thank you for coming**

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