Professional Trusteeship: oversight, risks and next steps

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ACA Regional Meetings - June 2026

Agenda

- The landscape - what’s changing
- The vision and Professional Trustee Oversight approach
- Key risks and engagement insights
- Next steps

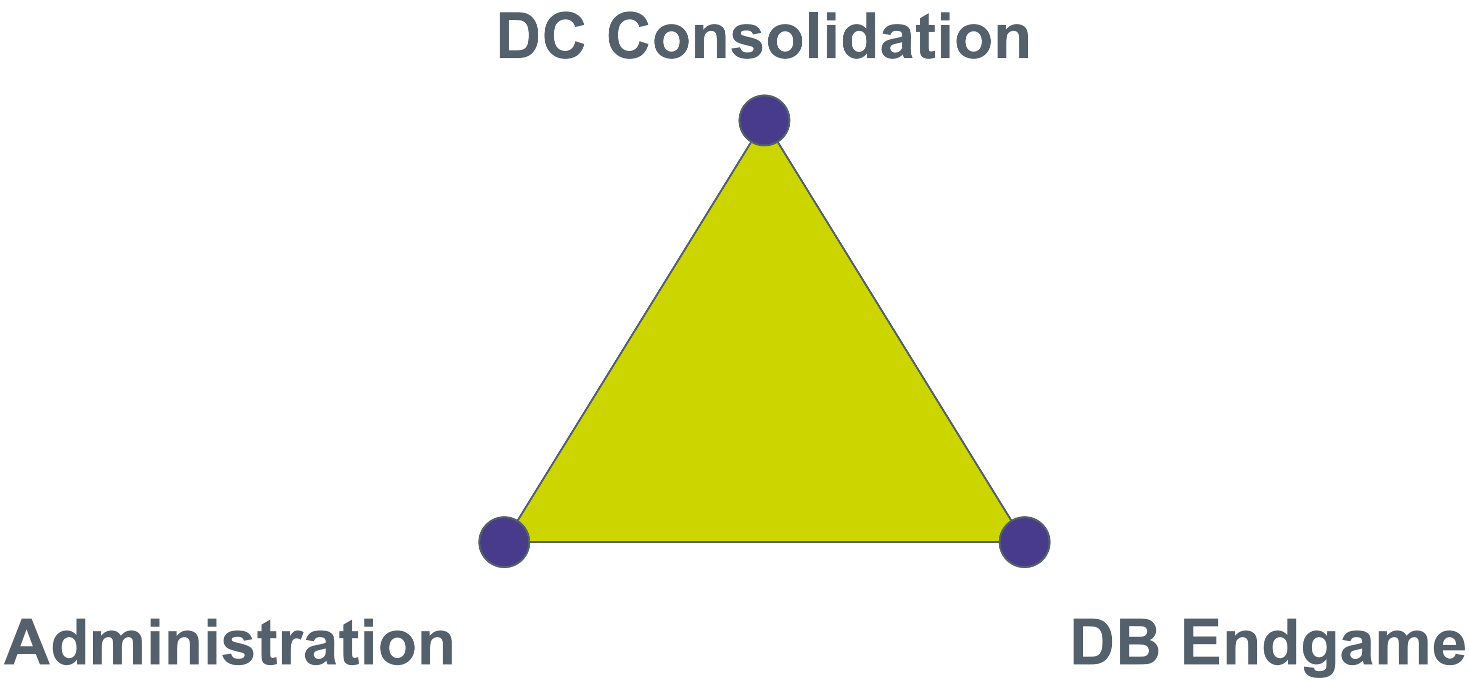
Trusteeship landscape: the headline shifts

Rising Complexity

Rising Expectations

Market structure

Drivers of change (what's behind it)



Legislative change

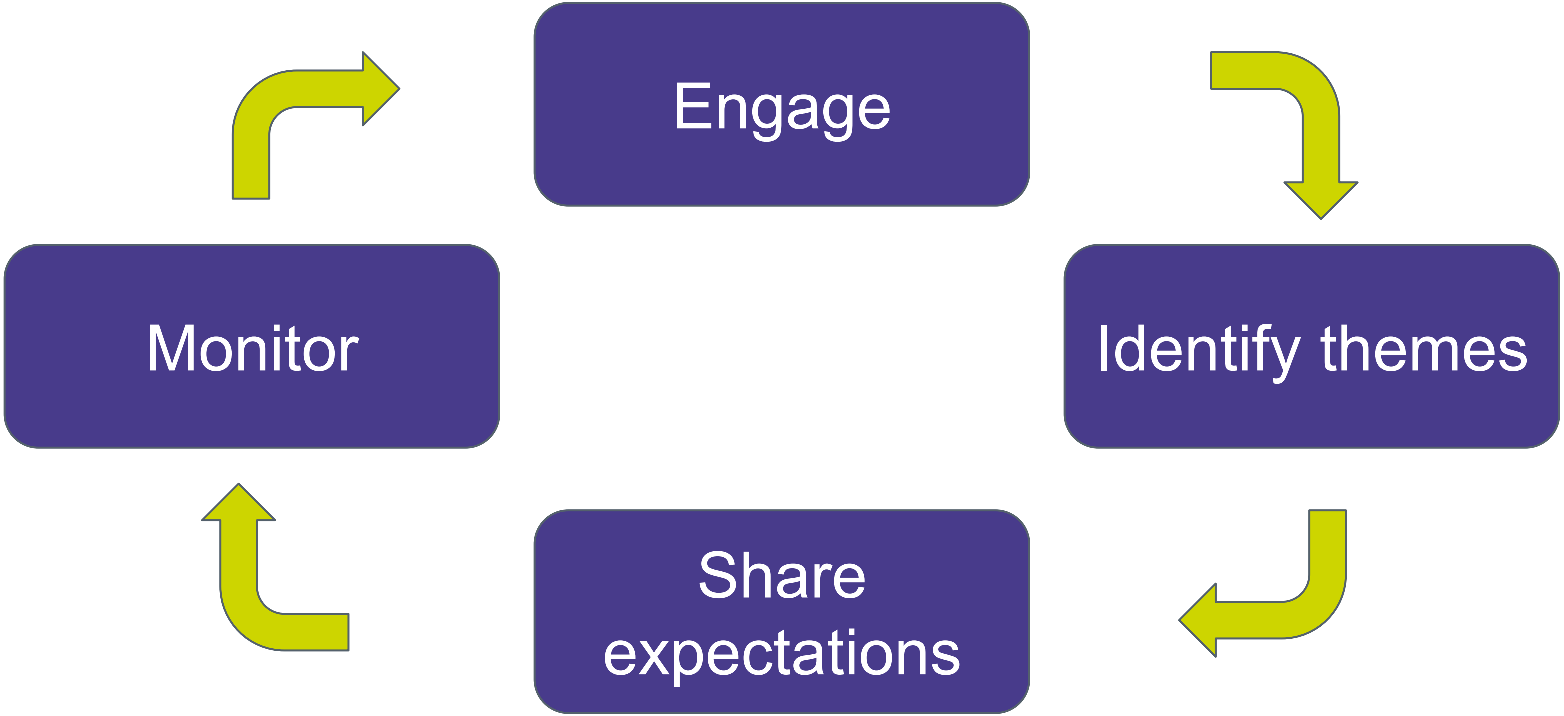
Pension Schemes Act 2026

DWP consultation on improving standards of trusteeship, governance and administration

What success looks like

Our vision is that all schemes are run by highly skilled trustees applying effective scheme governance, designed to deliver good outcomes for members

Professional Trustee Oversight – what it is



	Initial risk themes
1	Inappropriate advice or lack of advice
2	Sole trusteeship model
3	Conflicts of interest
4	Sufficient capacity to properly govern the scheme
5	TKU / training - skills/experience
6	Quality of decisions

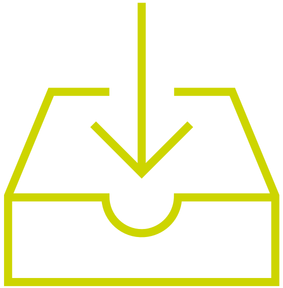
Engagements: how we've approached it

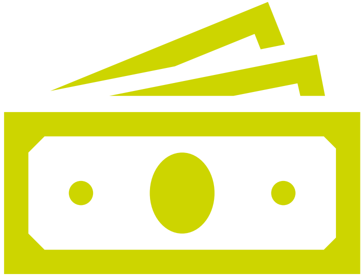
Expert to expert discussions

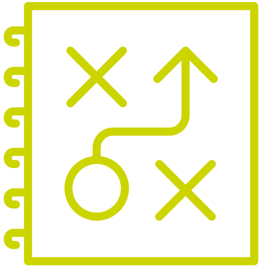
Assess firm-level risk indicators, controls & mitigations

Comparing operating models and governance controls

Hot topics surfacing







PCST transitions: what the guidance will reinforce

- Avoid abrupt or inappropriate transitions
- Case by case suitability
- Due diligence, handover and engage expertise

Next steps

Now	Next	Later
Consolidate findings for each key risk area	Issue guidance on transitions to PCST appointments	Publish a market report

Key takeaways

The Pensions Regulator

Governance and capability to match change

Engagement is showcasing good practice and priority risk areas

Outputs:

- PCST transition guidance
- Market Report

Q&A