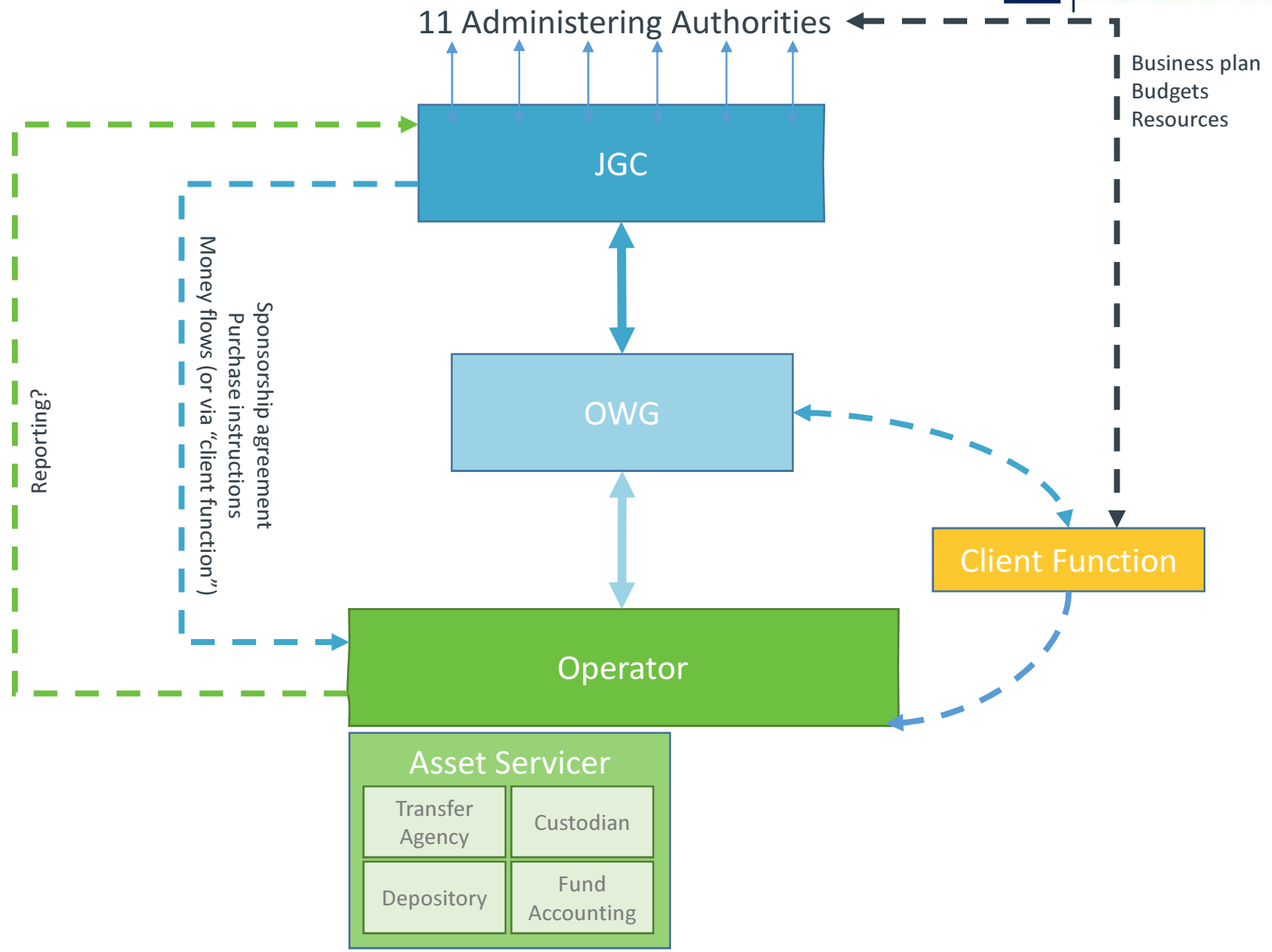




Chairmen's update meeting
13 October 2016



ACCESS Delegation of decisions

Individual funds

- Strategic decisions
 - Strategic asset allocation
 - ISS/FSS
 - Investment beliefs
- Policies
 - Responsible investment
 - Rebalancing policy
 - Voting policy
 - Stock lending – what is in/out – existing/future
- Monitoring/reporting
 - Monitoring investment performance of own portfolio
 - Performance and consolidated reporting for non-pooled assets
 - Reporting for own fund (for pooled assets)
 - Consolidated reporting for pooled/non-pooled assets
- Governance
 - Holding pool to account (e.g if not happy with sub-fund performance, can ask for a review)
- Operational/BAU
 - Timing of transitions
 - Custody for non-pooled assets
 - Fund Manager relationships
 - Sub-fund choice (e.g. uk equity active)
 - Choice of single manager sub-funds

ACCESS Delegation of decisions

Joint governance committee

- Operator relationship
 - Agree on specification and supplier
 - Hold to account
- Sub-funds
 - Sub-fund design
 - Managers for each sub-fund
 - Access to alternatives (i.e. infrastructure)
 - Strategic migration plan
 - Consolidation of managers
- Value for money
- Strategic planning (including resourcing plan) , business plan and budget
- Governance
 - Conform with IAA (joiners/leavers/cost allocation)
 - Hold Officer Working Group (OWG) to account
 - Oversight of all assets under pool governance
- Implement common policies (e/g/ stock lending/voting)
- Cross pool liaison
- Approve other advisors and suppliers

ACCESS Delegation of decisions

Operator

Core responsibilities

- Fund administration
- All regulated functions and reporting
- Select and contract with fund managers
- Select and procure asset servicer (Trading agent/depository/custodian/accounting)
- Establish and operate vehicles

Optional functions

- Manager searches/prepare shortlist
- Transition management
- Enhanced performance reporting
- Implementing individual fund rebalancing policy
- Executing funding level triggers
- Fiduciary policy (i.e. cross trading)

ACCESS Client function

Will act as the “intelligent client” of the Operator

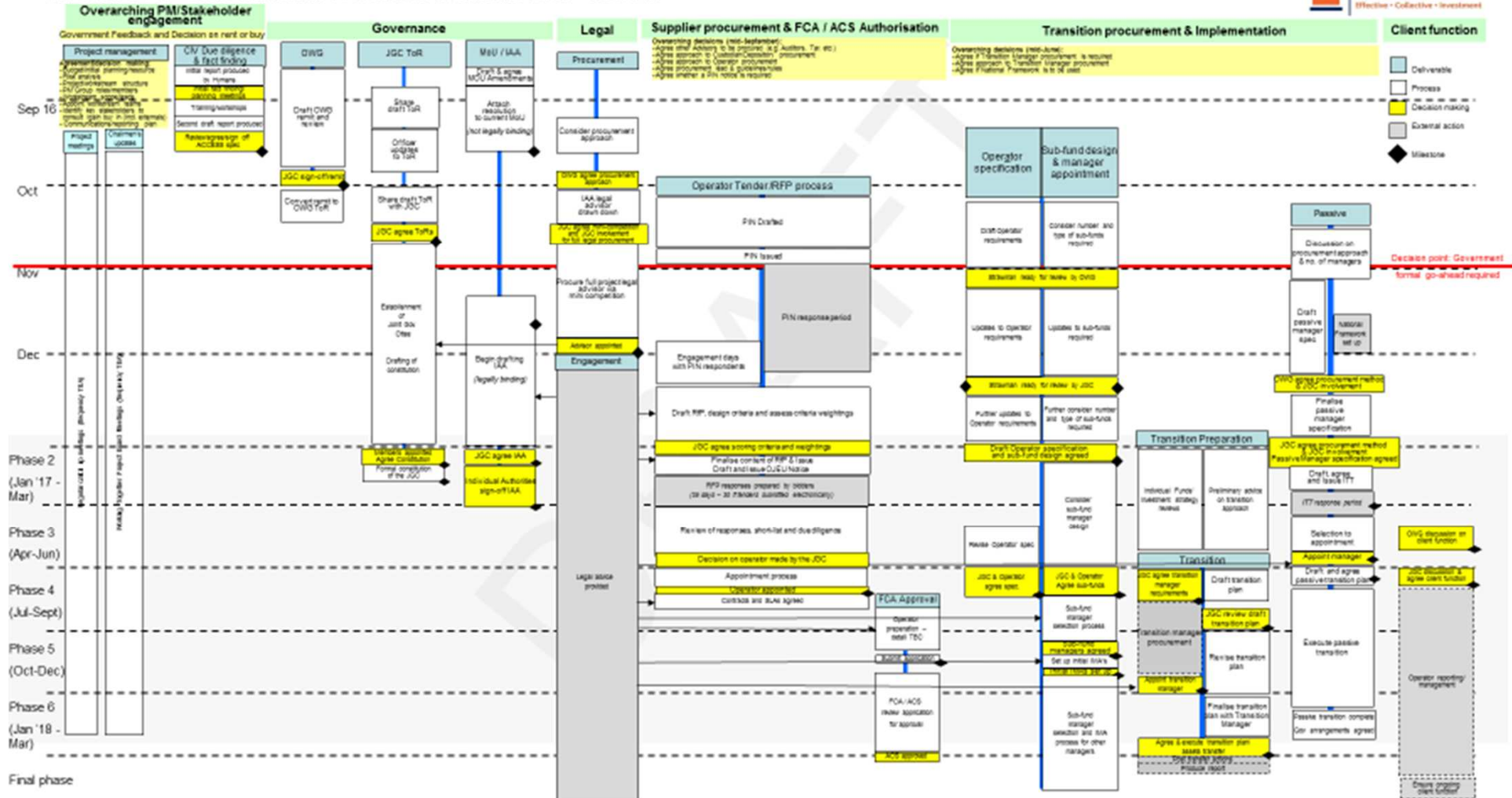
Core responsibilities

- Contract management
- Technical investment knowledge
- Facilitation, liaison, negotiation
- Interpretation
- Benchmarking costs/vfm
- Secretarial support

PIN process for Operator procurement

	Indicative timeline
Issue PIN notice	24-Oct-16
PIN expiry (35 days)	27-Nov-16
Engagement days with PIN respondents and consideration of OJEU specification	w/c 28 Nov
Draft RfP based on conclusions of PIN process	12-Dec-16
Meetings with OWG to discuss and agree RfP criteria weightings	w/c 19 Dec
RfP to be shared with JGC to agree criteria and weighting	13-Jan-17
Draft OJEU notice and circulate to OWG for review	09-Feb-17
Issue OJEU notice	24-Feb-17
Receipt of completed RfP's (30 days)	31-Mar-17
Review of RfP responses and provision of report detailing scoring on submissions	28-Apr-17
Meetings with OWG to discuss RfP scoring and agree short-list of candidates to interview	w/c 01 May
Due diligence meetings with short-listed operators who reach the agreed RfP hurdle	w/c 08 May
Recommendations to the JGC on preferred operator	30-Jun-17
Issue award notice	03-Jul-17
Standstill period (10 days)	12-Jul-17
Challenge period (10 days)	24-Jul-17
Review of legal contract	Commences Aug-17

ACCESS Pool – Draft Transition overview as at October 2016 – with PIN



*a full A3 copy of this project overview will be provided during the meeting

Key milestones/deliverables/decisions

	Month		Key deliverables	Resource	Timeframe		
Phase 1	Sept	Governance	Amend current MOU	1 day	2 Sept 2016		
			Draft and review ToR for JGC		Mid-Sept 2016		
			Draft OWG remit	5 weeks	Mid-Sept 2016		
					OWG agree OWG remit for presentation to Chairmen	1 day	End-Sept 2016
		Legal	OWG agree what advisors are needed and procurement approach	1 day	End-Sept 2016		
			Lead authority to utilise national framework		End-Sept 2016		
	FMI	Agree project structure, stakeholders, workstreams, communications and reporting and responsible parties		Mid-Sept - End-Sept 2016			
	Oct	Governance	Convert OWG remit to ToR	1 day	Mid-Oct 2016		
			JGC agree OWG and JGC ToRs	1 day	Mid-Oct 2016		
			Begin drafting JGC constitution	1 day	Mid-Oct 2016		
			Shadow JGC established	8 wks	Mid-Oct 2016		
		Legal	IAA legal advisor drawn down from national framework	4 wks	End-Oct 2016		
			JGC agree mini-competition and JGC involvement for full legal procurement	1 day	Mid-Oct 2016		
			Issue specification for full project legal advisors, start mini competition	4-6 wks	Mid-Oct 2016		
		OP	PIN drafted	2 wks	Mid-Oct 2016		
			Issue PIN	1 day	End-Oct 2016		
		ID	Begin drafting operator requirements	4 wks	Start-Oct 2016		
			Begin defining number and types of sub-funds	4 wks	Start-Oct 2016		
		P	Discussions needed on procurement approach and number of managers etc		Mid-Oct 2016		
	Nov	Gov.	Drafting of JGC constitution	6 wks	Mid-Nov 2016		
			Begin drafting IAA	6 wks	Mid-Nov 2016		
		Legal	Procure full project legal advisor via mini competition	4-6 wks	End-Nov 2016		
			Appoint full project legal advisor	1 day	End-Nov 2016		
		OP	PIN response period	35 days	End-Nov 2016		
			Engagement days with PIN respondents	1 wk	End-Nov 2016		
		P	Start drafting passive procurement manager specification	5 wks	Start-Nov 2016		
			National framework set up	milestone	End-Nov 2016		
		ID	Strawman Operator requirements & sub-fund definitions reviewed by OWG	1 day	Start-Nov 2016		
			Updates to operator requirements	4 wks	November 2016		
	Dec	Gov.	Updates to sub-fund required	4 wks	November 2016		
Drafting of JGC constitution			2 wks	December 2016			
		Drafting of IAA	3 wks	December 2016			
ID		Strawman Operator requirements & sub-fund definitions for review by JGC	1 day	Mid-Dec 2016			
		Further updates to draft operator requirements	3 wks	End-Dec 2016			
		Further consideration of number and type of sub-funds required	3 wks	End-Dec 2016			
OP		Engagement days with PIN respondents	1 wk	Start-Dec 2016			
		Draft RfP, design criteria and assess criteria weightings	2 wks	End-Dec 2016			
Pass		Draft passive procurement manager specification	5 wks	Start-Dec 2016			
		OWG agree procurement method & JGC involvement	1 day	Mid-Dec 2016			
		Finalise passive procurement manager specification	2 wks	End-Dec 2016			



Key decisions for 'Shadow' JGC

Meeting date	Decision to be made	Other discussion points
13 October 2016	Legal mini-competition process and delegation to Officers (involvement of Chairmen in procurement team) Governance structure Terms of reference (ToR): JGC ToR OWG (ToR)	For info: PIN process, supplier engagement days and attendees Update on high level plan / milestones Next steps
XX November 2016	Supplier engagement days – Chairmen attending	
14 December 2016	Operator procurement process and timeframe (dependant on legal advice) Review straw man Operator spec Review initial draft of IAA (legally binding; note dependant on legal advice) Review draft of JGC Constitution	For info: Update on full project legal advisor appointment Feedback from supplier engagement days Update on high level plan / milestones Next steps
Xx January 2017	Agree Operator spec for procurement purposes - including type of vehicle and number / type of sub-funds Agree passive manager procurement process and delegation to Officers Agree JGC constitution Agree final IAA (legally binding)	For info: Next steps