



## AGENDA

### ACCESS JOINT COMMITTEE

Monday, 5th December, 2022, at 11.00 am

Ask for: **Joel Cook**

Bevin Hall, LGA Building, 18 Smith Square,  
London, SW1P 3HZ

Telephone **03000 416892**

*Tea/Coffee will be available 15 minutes before the start of the meeting in the meeting room*

#### Membership

**Chair: Cllr Mark Kemp-Gee** (Hampshire CC), **Vice-Chair: Cllr Susan Barker** (Essex CC), **Cllr Vanessa Churchman** (Isle of Wight), **Cllr Gerard Fox** (East Sussex CC), **Cllr Jeremy Hunt** (West Sussex CC), **Cllr Malcolm Longley** (West Northamptonshire), **Cllr Judy Oliver** (Norfolk CC), **Cllr Charlie Simkins** (Kent CC), **Cllr Karen Soons** (Suffolk CC), **Cllr Alison Whelan** (Cambridgeshire CC) and **Cllr Andrew Williams** (Hertfordshire CC)

#### UNRESTRICTED ITEMS

*(During these items the meeting is likely to be open to the public)*

1. Apologies/Substitutes
2. Declaration of interests in items on the agenda
3. Chair's Remarks
4. Minutes of the meeting held on 6 June 2022 (Pages 1 - 6)
5. Business Plan, Budget and Risk Summary (Pages 7 - 32)

#### **Motion to Exclude the Press and Public**

That under Section 100A of the Local Government Act 1972 the press and public be excluded from the meeting for the following business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 3 & 5 of part 1 of Schedule 12A of the Act.

#### EXEMPT ITEMS

*(During these items the meeting is likely NOT to be open to the public)*

6.	Exempt Minutes of the meeting held on 6 June 2022	(Pages 33 - 36)
7.	BAU evaluation	(Pages 37 - 72)
8.	Link Presentation	(Pages 73 - 82)
9.	Alternative Investments	(Pages 83 - 90)
10.	Independent Third Party Review	(Pages 91 - 98)
11.	Communications	(Pages 99 - 106)
12.	Responsible Investment Phase 2	(Pages 107 - 114)
13.	Q2 2022/23 Investment Performance Report	(Pages 115 - 146)
14.	Sub-fund Implementation	(Pages 147 - 156)
15.	Review of Sub-Fund Guiding Principles	(Pages 157 - 168)
16.	Contract and supplier relationship management	(Pages 169 - 194)

Joel Cook  
Clerk to the Joint Committee  
03000 416892

**Friday, 25 November 2022**



## **ACCESS JOINT COMMITTEE**

MINUTES of a meeting of the ACCESS Joint Committee held at Bevin Hall, LGA Building, 18 Smith Square, London, SW1P 3HZ on Monday, 6th June, 2022.

PRESENT: Chair: Cllr Susan Barker (Essex CC), Cllr Tom Thacker (Hampshire CC), Cllr Charlie Simkins (Kent CC), Cllr Jeremy Hunt (West Sussex CC), Cllr Judy Oliver (Norfolk CC), Cllr Andrew Williams (Hertfordshire CC), Cllr Gerard Fox (East Sussex CC), Cllr Vanessa Churchman (Isle of Wight Council), Cllr David Goldsmith (Suffolk CC)

ALSO PRESENT: Kevin McDonald (ASU), Mark Paget (ASU), Paul Tysoe (ASU), Dawn Butler (ASU), Sallie Woodward (ASU), Clifford Sims (Squire Patton Boggs), David Crum (Minerva)

PRESENT VIRTUALLY: John Wright (Hymans Robertson)

OFFICERS: Nick Buckland (Kent), Andrew Boutflower (Hampshire), Alexander Younger (Norfolk), Glenn Cossey (Norfolk), Jo Thistlewood (IoW), Jody Evans (Essex), Mark Whitby (Northamptonshire), Patrick Towey (Hertfordshire), Sian Kunert (East Sussex), Sharon Tan (Suffolk), Rachel Wood (West Sussex), Katherine Eberhart (S151 Officer - West Sussex), Kay Goldsmith (Kent) and Joel Cook (Clerk)

### **UNRESTRICTED ITEMS**

**51. Apologies and Substitutes.**  
*(Item. 1)*

1. Apologies were received from Cllr Kemp-Gee (Cllr Thacker substituting), Cllr Andre (Cllr Churchman substituting), Cllr Soons (joined virtually as a guest, Cllr Goldsmith substituting), Cllr Whelan and Cllr Longley.

RESOLVED that the apologies be noted.

**52. Declaration of interests in items on the agenda.**  
*(Item. 2)*

None.

**53. Chair's remarks.**  
*(Item. 3)*

1. Cllr Barker (Vice-Chair and Chair of the meeting) welcomed the efforts made by all to attend the meeting in person despite the travel disruption. She highlighted the sad situation of Cllr Kemp-Gee's recent bereavement which had prevented him from attending the meeting.

RESOLVED that the Chair's remarks be noted.

**54. Minutes of the meeting held on 7 March 2022.**  
(Item. 4)

RESOLVED that the minutes from the meeting held on 7 March 2022 be signed as a true and accurate record.

**55. Internal Audit of the ACCESS Support Unit.**  
(Item. 5)

*Sarah Harris (Internal Audit, Essex CC) was in attendance virtually for this item.*

1. Ms Harris provided feedback from the 2021 audit of the ACCESS Support Unit. The opinion given by the auditor was one of “Good Assurance”.
2. Members queried the process for updating the Risk Register in relation to the risks listed in the Audit approach. This would be reviewed by the ASU.

RESOLVED that the report be noted.

**56. Business Plan, Budget & Risk Management.**  
(Item. 6)

1. Mr McDonald provided an update on the activities undertaken since the last Joint Committee, associated spend and the risk summary. He drew attention to three activities in particular:
  - The impact of the decision from the last Joint Committee meeting in relation to representation of local pension boards and subsequent need to update the IAA.
  - Progress with the draft Governance Manual.
  - The Department for Levelling Up, Housing and Communities (DLUHC) consultation on investment related LGPS matters.
2. It was requested that the ASU respond to an enquiry from the chair of East Sussex’s Local Pension Board on Joint Committee observation arrangements,
3. West Sussex County Council highlighted concerns relating to the future implications of granting additional powers to the Joint Committee with respect to recommending policies and guidance. As a consequence, they would be proposing an alternative form of words for the IAA amendments around the Joint Committee formally recommending guidelines to ACCESS Councils as part of the ongoing IAA amendment process.
4. The timescales around a DLUHC consultation on investment related LGPS matters were unclear, but should the consultation period fall between Joint Committee meeting dates, it was felt prudent to have a plan in place, as reflected in the recommendations.

RESOLVED that

- 1) The Committee note the 2021/22 Business Plan summary; 2022/23 Business Plan update; 2021/22 financial outturn; and matters highlighted on risk management.
- 2) The variations to the IAA set out in paragraphs 3.3-3.6 be noted, acknowledging that comments have been invited from Monitoring Officers by 20 June 2022.
- 3) The Committee agreed that should the deadline for responses not align with the Committee's schedule of meetings, the Director of the ACCESS Support Unit will make necessary arrangements to ensure that the Members of the Committee may consider and comment on the DLUHC Consultation; and that authority be delegated to the ASU Director to finalise and submit a response, in consultation with the ACCESS Joint Committee Chairman.

### **Motion to Exclude the press and public**

RESOLVED that under Section 100A of the Local Government Act 1972 the press and public be excluded from the meeting for the following business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 3 & 5 of part 1 of Schedule 12A of the Act.

#### **57. Exempt Minutes of the meeting held on 7 March 2022.**

*(Item. 7)*

RESOLVED that the exempt minutes from the meeting held on 7 March 2022 be signed as a true and accurate record.

#### **58. Responsible Investment Guidelines.**

*(Item. 8)*

1. Mr Whitby and Mr Crum (Minerva) provided an update on the development of the RI guidelines.
2. The Vice-Chair suggested the term "asset classes" be used instead of "asset types".
3. Members felt clarity was needed in the document that individual authority policies should be taken into consideration, not just the RI guidelines. Some Members were concerned there would be external confusion about the status of the RI guidelines as opposed to the individual authority's criteria. It was noted there was an expectation that each pool would have such a document.
4. Members wanted to understand how the guidelines would be updated going forward. The ASU agreed to bring proposals to the Committee's next meeting.
5. Members discussed whether an abridged version of the guidelines should be used on the website, with a link to the more detailed document. This view was generally supported.

6. The ASU and Minerva were exploring the implications of ACCESS becoming a signatory of the Stewardship Code, including whether all 11 authorities would also need to sign up. It was clarified that the decision to be taken related to exploring all implications and did not commit ACCESS Authorities to anything at this stage.
7. The Committee voted on the recommendations which were agreed by majority vote – West Sussex requested that their abstention be noted (specifically in relation to RI Guidelines).

RESOLVED that

- 1) the report be noted.
- 2) the ACCESS RI Guidelines, as set out in Annex A, be approved in principle.
- 3) the exploration of ACCESS becoming a signatory to the UK Stewardship Code and also a Pool member of the LAPFF be agreed.

**59. Alternative Investments Implementation Advisor Procurement.**  
(Item. 9)

1. Mr Boutflower provided an update on alternative investments, focussing on the progress of the asset class Real Estate.
2. He explained that the Real Estate asset class included commercial property such as shops, industrial units, leisure complexes. Alternatives could include residential, rented and affordable housing among others.

RESOLVED that

- 1) The matters highlighted within the report be noted, including the progress on Real Estate based on the agreed strategic specification of UK Core, UK Alternatives and Global Real Estate.
- 2) OJEU procurements are undertaken for UK Core and Global Real Estate and investment manager searches for UK Alternatives.
- 3) The recommendation from Section 151 Officers that Hampshire County Council are appointed as the procurement lead authority for non-listed investment manager procurements be approved.

**60. Performance Report.**  
(Item. 10)

1. Ms Tan provided an overview of current ACCESS performance, including reference to the Investment Performance Report, which showed that pooled assets of all ACCESS Authorities amounted to £35.152bn at the end of March 2022 (up from £34.993bn in December 2021). Pool aligned assets represented 59% of total assets.

RESOLVED that the report be noted.

**61. Sub-fund Implementation.**  
(Item. 11)

1. Mr Tysoe provided an update on the progress with sub-funds.

RESOLVED that the report be noted.

**62. Contract and Supplier Relationship Management.**  
*(Item. 12)*

1. Mr Paget provided an update on the Operator Services, including the takeover of Link.

RESOLVED that the report be noted, along with the activity that has taken place and forthcoming plans.

**63. Business As Usual Evaluation.**  
*(Item. 13)*

1. Mr McDonald provided an update from the Business As Usual Evaluation.

RESOLVED that

- 1) the report be noted.
- 2) Hampshire County Council be appointed as Procurement Lead Authority for the re-procurement of Operator Services.

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## Business Plan, Budget & Risk Management



### ACCESS Joint Committee

Date: 5 December 2022

Report by: Director of ACCESS Support Unit (ASU)

<b>Subject:</b>	<b>Business Plan, Budget &amp; Risk Management</b>
<b>Purpose of the Report:</b>	<p>To provide an update on the activities undertaken since the last Joint Committee, associated spend and risk summary.</p> <p>To propose a Business Plan and Budget for 2023/24.</p>
<b>Recommendations:</b>	<p>The Committee is asked to note:</p> <ul style="list-style-type: none"> <li>• the 2022/23 Business Plan update;</li> <li>• the 2022/23 budget update; and</li> <li>• risk register.</li> </ul> <p>The Committee is also asked to consider the proposed Business Plan and budget for 2023/24 and:</p> <ul style="list-style-type: none"> <li>• recommend the 2023/24 Business Plan to the ACCESS Authorities; and</li> <li>• accept the recommendation of the s151 Officers from the ACCESS Authorities to determine the 2023/24 budget totalling £1.559m to support the proposed business plan.</li> </ul>
<b>Enquiries to:</b>	<p>Kevin McDonald Email: <a href="mailto:kevin.mcdonald@accesspool.co.uk">kevin.mcdonald@accesspool.co.uk</a></p> <p>Mark Paget Email: <a href="mailto:mark.paget@accesspool.co.uk">mark.paget@accesspool.co.uk</a></p>

## 1. Background

- 1.1 The Joint Committee (JC) have a role to keep the performance against the strategic business plan agreed by the Councils under review.
- 1.2 The Section 151 Officer Group are responsible for making recommendations to the Joint Committee on budget and business plan matters, reviewing / advising on budget variations throughout each financial year and advising the Committee on the identification of, and mitigation of, any risk to the operation or success of the Pool. In response to decisions made by the Joint Committee, the Section 151 Officers should ensure appropriate resourcing, support, advice and facilitation to the Joint Committee.
- 1.3 The ACCESS Support Unit (ASU) have a responsibility to manage the development and implementation of the strategy, business plan and budget including the identification and management of risks.
- 1.4 This report was prepared by the ASU following consultation with the Officer Working Group. In draft form it was presented to Section 151 Officer Group at their meeting on 11 November 2022, whose feedback has informed this final version.

## 2. 2022/23 Business Plan

- 2.1 The Business Plan for **2022/23** was agreed by the JC in December 2021 prior to being recommended to the Councils. At the same meeting, the JC also determined the budget necessary to implement this year's plan and to be charged to the relevant Authorities.
- 2.2 Activities within this year's 2022/23 Business Plan (Annex A.1) that are also the subject of separate items on the Committee's agenda include:
  - BAU Evaluation
  - alternative / non-listed assets
  - third-party procurements
  - communications procurement
  - responsible investment
  - investment performance
  - sub-fund implementation
  - contract management

### **3. Inter-Authority Agreement (IAA)**

- 3.1 As previously reported to the Committee, a number of changes are required to the IAA which, if agreed, would:
- a) introduce an express provision for the Joint Committee to have the ability to make recommendations to the Councils about the adoption and content of guidelines for the Pool;
  - b) allow for observers from nominated Local Pension Boards to attend the Joint Committee meetings; and
  - c) make the rules around Councils nominating substitutes for Joint Committee members and s101 Committee Member attendance more flexible.
- 3.2 A proposal from Suffolk, on wording covering each of the points above was circulated in late Spring 2022. A proposed revision in respect of point a) above was circulated to Authorities in August. In October, Squire Patton Boggs, legal advisers to ACCESS, confirmed that Monitoring Officers from all eleven ACCESS Authorities indicated agreement to the Suffolk proposal as amended by West Sussex. Arrangements are in progress for each Authority to conduct local governance sign-off arrangements.

### **4. Responsible Investment (RI)**

- 4.1 At the Committee's June meeting, agreement in principle was given to revised ESG / RI Guidelines. Once each Authority has concluded the IAA local sign off arrangements highlighted in 3.2 above, the JC will be invited to recommend the Guidelines for adoption by the Councils. Publication will then follow.
- 4.2 Work has been undertaken on the specification for the second phase of RI advice which addresses reporting requirements. This is covered in a separate report elsewhere on this agenda or
- 4.3 The Department for Levelling Up Housing & Communities (DLUHC) consultation on *LGPS: Governance and reporting of climate related risks* was launched on 1 September, DLUHC have indicated that it is possible for ACCESS to submit their final response after 5 December 2022 JC, pending receipt of receipt of a draft 24 November. The draft response is included in agenda item 12.

### **5. ACCESS Support Unit staffing**

- 5.1 Paul Tysoe, Client Manager's retirement date has now been confirmed as the end of March 2023. His contribution to both ACCESS in its formation, and more recently to the work of the ASU, has been considerable and he will be greatly missed by colleagues throughout the pool and in the wider LGPS community. In liaison with Section 151 Officers, the ASU will make arrangements to advertise this forthcoming vacancy.

## 6. 2022/23 Budget update

6.1 At its December 2021 meeting the Committee determined a budget of **£1,366,000** to support the 2022/23 business plan. Details are shown within the following table.

	Agreed Budget 2022/2023 £	Actual Costs 1 Apr - 31 Oct 2022 £	Forecast Costs 1 Apr - 31 Oct 2022 £	Actual Costs as at 31 Oct plus forecast 2022/2023 £	Overspend / (Underspend) 2022/2023 £
<b>ASU</b>					
ASU Salaries (incl. on cost)	465,000	272,336	190,812	463,148	(1,852)
ASU Operational	23,000	4,628	13,415	18,043	(4,957)
ASU Host Authority Recharge	35,000	19,833	14,167	34,000	(1,000)
Technical Lead Recharge	45,000	19,464	14,600	34,064	(10,936)
<b>ASU Total</b>	<b>568,000</b>	<b>316,261</b>	<b>232,994</b>	<b>549,255</b>	<b>(18,745)</b>
<b>Professional Costs</b>					
<i>Internal Professional Costs</i>					
JC Secretariat	22,000	11,495	11,000	22,495	495
Procurement	60,000	-	77,000	77,000	17,000
<i>Internal Professional Costs</i>	82,000	<b>11,495</b>	<b>88,000</b>	<b>99,495</b>	17,495
<i>External Professional Costs</i>					
Strategic & Technical	546,000	78,274	367,622	445,896	(100,104)
Legal & Governance	170,000	86,250	83,500	169,750	(250)
<i>External Professional Costs</i>	716,000	<b>164,524</b>	<b>451,122</b>	<b>615,646</b>	(100,354)
<b>Professional Costs Total</b>	<b>798,000</b>	<b>176,019</b>	<b>539,122</b>	<b>715,141</b>	<b>(82,859)</b>
<b>Total Costs</b>	<b>1,366,000</b>	<b>492,280</b>	<b>772,116</b>	<b>1,264,396</b>	<b>(101,604)</b>
<b>Cost Per Authority</b>	<b>124,182</b>			<b>114,945</b>	<b>(9,237)</b>

6.2 The ASU Host Authority recharge includes finance, information technology, human resource and property services.

6.3 Five procurements are expected during the year, compared to the four assumed at the time the budget was set, resulting in a forecast overspend of £17,000.

6.4 Further detail in relation to the budget for Strategic & Technical advice has been provided in the Part II Annex B to this report.

## 7. 2023/24 proposed Business Plan and budget

7.1 It is anticipated that 2023/24 (next year) will see key activities within the following themes:

**Actively managed listed assets:** further pooling of active-listed assets within the Authorised Contractual Scheme (ACS).

**Scheduled BAU evaluation:** preparation for, and the commencement of, the re-procurement of operator services in the penultimate year of the Operator Agreement.

**Alternative / non-listed assets:** work on the procurement of pooled asset solutions for private debt and private equity.

**Passive assets:** ongoing monitoring and engagement with UBS.

**Governance:** the continued application of appropriate forms of governance throughout ACCESS; the commencement of RI reporting support for the pool and the commencement of the second contract for communications support.

**ACCESS Support Unit (ASU):** the implementation of the outcomes of the external review of the ASU.

7.2 The proposed business plan was presented and discussed at the meeting of ACCESS s151 Officers held on 11 November and is set out in Annex A.2. This includes milestones for each theme along with details of the key activities.

7.3 To support the business plan a budget totalling **£1.559m** for 2023/24 is proposed. The budget is set out overleaf and is based upon the following assumptions:

- The full year effect of the ASU comprising of five full time officers.
- The continuation of Technical Lead support at November 2022 levels.
- Joint Committee Secretariat services remaining with Kent County Council for the duration of 2023/24.
- Expenditure for a Procurement Lead Authority to deliver the following:
  - procurement support for the provision of private debt and private equity pooled asset solutions; and
  - procurement requirements arising from the Scheduled BAU evaluation.
- External professional costs cover a range of matters including:
  - ongoing advice and project management support in relation to the Scheduled BAU evaluation;
  - the required reporting associated with Responsible Investment guidance;
  - pool communications; and
  - ongoing advice in support of operational pool activity.
- External legal advice.

7.4 The proposed budget, to support the 2023/34 proposed Business Plan, was discussed at the s151 Officer meeting on 11 November 2022 who agreed that it should be recommended to the Joint Committee.

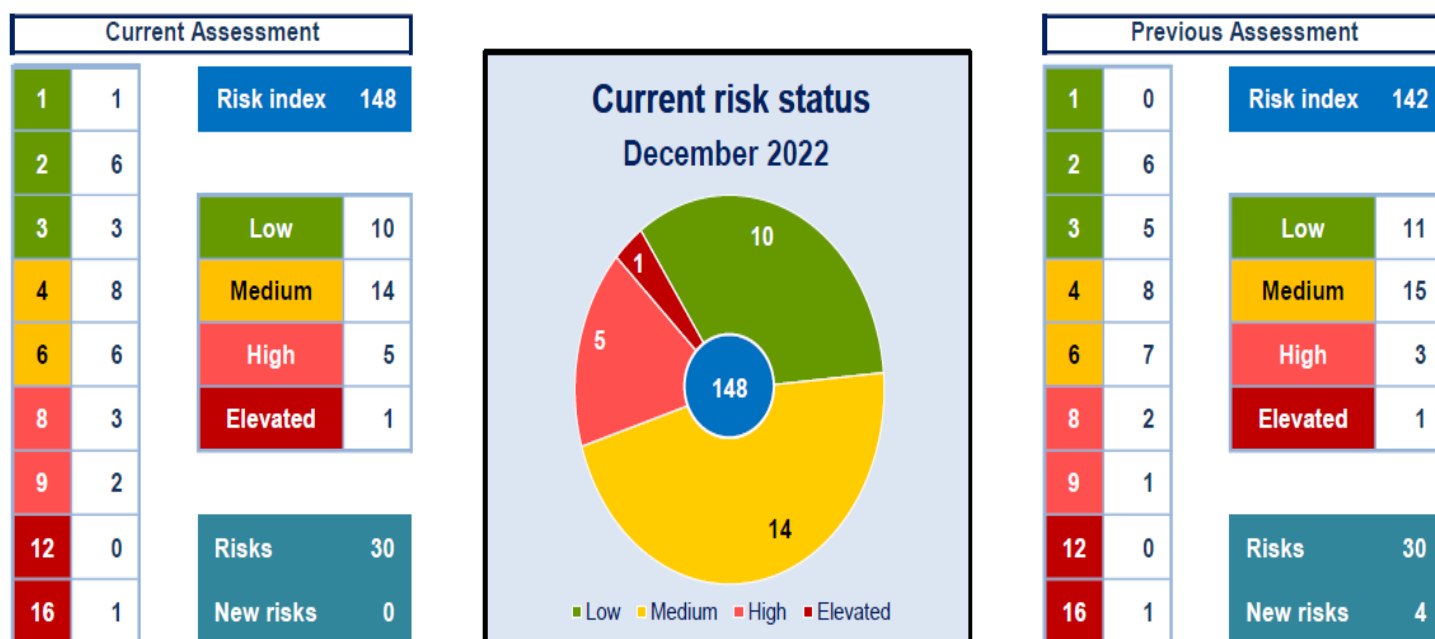
	Agreed Budget 2022/2023 £	Actual Costs as at 31 Oct plus forecast 2022/2023 £	Proposed Budget 2023/24 £
<b>ASU</b>			
ASU Salaries (incl. on cost)	465,000	463,148	499,833
ASU Operational	23,000	18,043	23,000
ASU Host Authority Recharge	35,000	34,000	35,700
Technical Lead Recharge	45,000	34,064	40,000
<b>ASU Total</b>	<b>568,000</b>	<b>549,255</b>	<b>598,533</b>
<b>Professional Costs</b>			
<i>Internal Professional Costs</i>			
JC Secretariat	22,000	22,495	23,100
Procurement	60,000	77,000	145,000
<i>Internal Professional Costs</i>	<b>82,000</b>	<b>99,495</b>	<b>168,100</b>
<i>External Professional Costs</i>			
Strategic & Technical	546,000	445,896	602,000
Legal & Governance	170,000	169,750	190,400
<i>External Professional Costs</i>	<b>716,000</b>	<b>615,646</b>	<b>792,400</b>
<b>Professional Costs Total</b>	<b>798,000</b>	<b>715,141</b>	<b>960,500</b>
<b>Total Costs</b>	<b>1,366,000</b>	<b>1,264,396</b>	<b>1,559,033</b>
<b>Cost Per Authority</b>	<b>124,182</b>	<b>114,945</b>	<b>141,730</b>

7.5 This proposed budget detail is also included within the 2023/24 business plan in Annex A.2.

7.6 Further detail in relation to the proposed budget for Strategic & Technical advice has been provided in the Part II Annex B to this report.

## 8. Risk Summary

8.1 A summary of the risk profile is shown below, and a more detailed report appears within the Part II Annex C to this report.



## 9. Recommendations

9.1 The Committee is asked to note:

- the 2022/23 Business Plan update;
- the 2022/23 budget update; and
- risk summary.

The Committee is also asked to consider the proposed Business Plan and budget for 2023/24 and:

- recommend the 2023/24 Business Plan to the ACCESS Authorities; and
- accept the recommendation of the s151 Officers from the ACCESS Authorities to determine the 2023/24 budget totalling £1.559m to support the proposed business plan.

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Theme	Milestone	2022/23 activity	December 2022 comment
<b>Actively managed listed assets</b>	Launch of Tranche 5b	Three fixed income sub-funds.	An update on this matter appears elsewhere on this agenda.
	Launch of Tranche 5c	Two fixed income and one global equity sub-funds were launched during 2021/22.	No action required.
	Launch of Tranche 6	Two Emerging Market sub-funds.	An update on this matter appears elsewhere on this agenda.
	Launch of Tranche 7a	Two fixed income sub-funds.	An update on this matter appears elsewhere on this agenda.
	Launch of Tranche 7b	One fixed income and one global equity sub-funds.	An update on this matter appears elsewhere on this agenda.
	Scheduled BAU Evaluation	Implementation of outcomes.	An update on this matter appears elsewhere on this agenda.





Theme	Milestone	2022/23 activity	December 2022 comment
		A procurement will be completed for RI reporting.	An update on this matter appears elsewhere on this agenda.
<b>ACCESS Support Unit (ASU)</b>	Review of ACCESS Support Unit  Annual Audit	A third-party review of the ASU will be undertaken.  An Internal Audit of the ASU will be conducted by Essex CC.	An update on this matter appears elsewhere on this agenda.  The annual audit is expected to commence in early 2023.



2023/24

# Business Plan & Budget

## Introduction

ACCESS has its origins in 2016 when eleven Local Government Pension Scheme (LGPS) Authorities agreed to begin working collectively to address the requirements of the Government's agenda for pooling LGPS investments.

The following strategic objectives are in place:

- enable the Councils to execute their fiduciary responsibilities to LGPS stakeholders, including scheme members and employers, as economically as possible;
- provide a range of asset types necessary to enable those participating Authorities to execute their locally-determined investment strategies as far as possible;
- enable the Councils to achieve the benefits of pooling investments, preserve the best aspects of what is currently done locally, and create the desired level of local decision making and control.

In order to achieve these objectives, the Councils have established a set of governing principles.

The governing principles are summarised below.

Collaborative	Risk management	Objective evidence based decisions
Equitable voice in governance	Professionalism	Equitable cost sharing
No unnecessary complexity	Evolution and innovation	Value for money

Implicit within the above principles is the democratic accountability and fiduciary duty of the Councils as Administering Authorities.

The Joint Committee recommends an annual strategic business plan to the Councils, following recommendations from Section 151 Officers and following input from the ACCESS Support Unit (ASU).

## Context

During 2022/23 further progress took place in pooling active listed assets, and the Business As Usual (BAU) Evaluation continued. With Real Estate, the pool's first approach to illiquid assets was put in place. In partnership with Minerva, the pool's Environmental, Social and Governance / Responsible Investment guidelines were revised and updated.

Enhancements were made to the pool's online presence, and procurements undertaken for continued communications support to be in place and a third-party review of both objectives and the ACCESS Support Unit.

It is anticipated that 2023/24 will see key activities within the following themes:

***Actively managed listed assets:*** further pooling active listed assets within the Authorised Contractual Scheme (ACS).

***Scheduled BAU evaluation:*** preparation for, and the commencement of, the re-procurement of operator services in the penultimate year of the Operator Agreement.

***Alternative / non-listed assets:*** work on the procurement of pooled asset solutions for private debt and private equity.

***Passive assets:*** ongoing monitoring and engagement with UBS.

***Governance:*** the continued application of appropriate forms of governance throughout ACCESS; the commencement of RI reporting support for the pool and the commencement of the second contract for communications support.

***ACCESS Support Unit (ASU):*** the implementation of the outcomes of the external review of the ASU.

## Business Plan

The Business Plan is proposed each year to the Councils by the Joint Committee on the basis of recommendations from the s151 Officer Group. The Joint Committee, on advice from the s151 Officer Group, determine a budget in order to deliver the annual Business Plan. Workstreams for the ASU are monitored at the Officer Working Group (OWG) and in turn reported to

the s151 Officer Group where key ACCESS business plan activity and deliverables for the fiscal year are considered.

Each theme within the business plan includes milestones planned for the year. The strategic nature of ACCESS’s objectives means that a number of the 2023/24 milestones build on work previously undertaken and will in turn provide the foundation for further milestones in subsequent years.

The *Joint Committee* will receive updates on the milestones at each meeting.

### **Budget**

A budget totalling **£1.559m** to support the business plan is included at the end of this paper.

Theme	Milestone	2023/24 activity
<b>Actively managed listed assets</b>	Launch of Tranche 6	Anticipated H1 2023
	Launch of Tranche 7a	Anticipated 2023/24
	Launch of Tranche 7b	Anticipated 2023/24
	Determine, approval & launch of Tranche 8 (if required)	Anticipated 2023/24
<b>Scheduled BAU evaluation</b>	2023/24 is the penultimate year of the Operator Agreement.	Preparation for, and the commencement of, the re-procurement of operator services.
<b>Alternative / non-listed assets</b>	Initial implementation of approach to pool illiquid assets	Work on the procurement of pooled asset solutions for private debt and private equity.
<b>Passively managed assets</b>	Ongoing monitoring of assets managed on a passive basis	Further engagement and exploration with UBS will continue throughout the year.



Theme	Milestone	2023/24 activity
<b>Governance</b>	<p>Meetings and oversight</p> <p>Operational protocols</p> <p>Engagement with HM Government / Department for Levelling Up, Housing &amp; Communities (DLUHC)</p> <p>Joint Policies &amp; guidelines</p>	<p>Arrangements will be made to support meetings of the Joint Committee.</p> <p>Meetings of s151 Officers will also be held.</p> <p>The implementation of the outcomes of the third-party review of objectives.</p> <p>ACCESS will liaise with the Scheme Advisory Board as appropriate.</p> <p>Periodic reports will be provided to DLUHC as required.</p> <p>The Pool will actively participate with any Cabinet Officer / DLUHC pooling-related consultations.</p> <p>The commencement of RI reporting support for the pool.</p> <p>An annual review will be conducted of the pool's RI Guidelines.</p> <p>The pool's second Communications support contract will commence.</p> <p>Continued activity will take place on implementing the Communications plan.</p>
ACCESS Support Unit (ASU)	ACCESS Support Unit	The outcomes of the third-party review of the ASU will be implemented.

Theme	Milestone	2023/24 activity
		An annual internal audit of the ASU will take place.

A separate risk register measures the risk of the strategic objectives and milestones not being achieved and the resultant impact.

### Budget 2023/24

The budget for 2023/24 is set out below.

	Agreed Budget 2022/2023 £	Actual Costs as at 31 Oct plus forecast 2022/2023 £	Proposed Budget 2023/24 £
<b>ASU</b>			
ASU Salaries (incl. on cost)	465,000	463,148	499,833
ASU Operational	23,000	18,043	23,000
ASU Host Authority Recharge	35,000	34,000	35,700
Technical Lead Recharge	45,000	34,064	40,000
<b>ASU Total</b>	<b>568,000</b>	<b>549,255</b>	<b>598,533</b>
<b>Professional Costs</b>			
<i>Internal Professional Costs</i>			
JC Secretariat	22,000	22,495	23,100
Procurement	60,000	77,000	145,000
<i>Internal Professional Costs</i>	<b>82,000</b>	<b>99,495</b>	<b>168,100</b>
<i>External Professional Costs</i>			
Strategic & Technical	546,000	445,896	602,000
Legal & Governance	170,000	169,750	190,400
<i>External Professional Costs</i>	<b>716,000</b>	<b>615,646</b>	<b>792,400</b>
<b>Professional Costs Total</b>	<b>798,000</b>	<b>715,141</b>	<b>960,500</b>
<b>Total Costs</b>	<b>1,366,000</b>	<b>1,264,396</b>	<b>1,559,033</b>
<b>Cost Per Authority</b>	<b>124,182</b>	<b>114,945</b>	<b>141,730</b>

### Key budget assumptions

The full year effect of the ASU comprising of five full time officers.

The continuation of Technical Lead support at November 2022 levels.

Joint Committee Secretariat services remaining with Kent County Council for the duration of 2023/24.

Expenditure for a Procurement Lead Authority to deliver the following:

- procurement support for the provision of private debt and private equity pooled asset solutions; and
- procurement requirements arising from the Scheduled BAU evaluation.

External professional costs cover a range of matters including:

- ongoing advice and project management support in relation to the Scheduled BAU evaluation;
- the required reporting associated with Responsible Investment guidance;
- pool communications; and
- ongoing advice in support of operational pool activity.

External legal advice.

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