MUNICIPAL YEAR 2019/2020 REPORT NO. **224**

MEETING TITLE AND DATE:
Pension Policy & Investment Committee
27th February 2020

REPORT OF:
Executive Director of Resources

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Agenda – Part: 1	Item: 8
Subject: London Collective Investment Vehicle (CIV) Update	
Wards: All	
Key Decision No:	
Cabinet Member consulted:	

1. EXECUTIVE SUMMARY

1.1. This report provides a summary of London Collective Investment Vehicle (CIV) updates on their Medium Term Financial Strategy (MTFS) and Annual Budget for 2020/21.

1.2. The key points to note from the 2020/21 LCIV Annual Budget are:

a) Plan to grow assets under management (AUM) by £1.4bn through a combination of new funds and investment in existing funds.
b) To finalise the ESG strategy in consultation with pool members following a stocktake review by the former Chief Executive of the Brunel Pensions Partnership.
c) To recruit into key vacancies as well as to new posts to further their work on ESG and climate change risks.
d) Costs have not gone up but disappointingly the low pace of pooling impacts on their income from LLAs investing in funds, so they have had to fill this gap by asking all boroughs to increase the basic fee being paid by £20,000 (from £90k to £110k).
e) Working to improve their collaboration with pool members especially in respect of their approach to fund launches and communication about London CIV's activities. And feedback from their recent governance progress review has been valuable in all this.

2. RECOMMENDATIONS

2.1. **Members are recommended to:**

i) note the content of this report and are invited to discuss and make known of their views to the Chair and officers as this will assist in informing and contributing to the successful development of London CIV;

ii) delegate to the Chief Finance Officer and the Monitoring Officer to review and agree suitable terms and conditions for Enfield Pension Fund and the Council regarding the LCIV Pension Cost Recharge Agreement and LCIV Pension Guarantee Agreement (for the City of London) and

iii) approve the agreements be signed when and if the officers are satisfied that these conditions have been achieved. Signing of either or both agreements will be taken in consultation with the Chair and Vice Chair of the Committee.

3. BACKGROUND

3.1. London CIV was established in 2015 as a collaborative vehicle to pool LGPS pension fund assets for a more effective investment and value adding operation. The purpose of the company is ***"to be the LGPS pool for London to enable the London Local Authorities (LLAs) to achieve their pooling requirements".***

3.2. Pool members are both shareholders and investors. Beyond the practical purpose to deliver pooling, LCIV aspires to be "***a best in class asset pool delivering value for Londoners through long term sustainable investment strategies."*** This statement has been updated to emphasise their commitment to responsible investment and stewardship.

3.3. It is worth noting that the challenge for LCIV in achieving a shared pooled strategy across London are not limited to the following:

- Moving forward at a pace which delivers for the large majority of the 32 pool members given that others are more cautious about pooling
- Uncertainty about government policy in a climate where a Pensions Commission has been proposed
- The importance of attracting, motivating and retaining quality staff

3.4. Recently London CIV has successfully launched an Infrastructure Fund and is soon to launch a Sustainable Equity Exclusion Fund.

3.5. LCIV are now working with boroughs to identify requirements in respect of Responsible Investment and climate change priorities, including considering options for a separate renewables fund. They are also working jointly with LPFA and LPP on developing a London Fund. This would be an impact investment in collaboration with LPP and LPFA which they expect to be of interest to some boroughs. They are currently undertaking early engagement with potential investors to establish the appetite for investment in such a fund.

3.6. London CIV was set up in 2015 now in their fifth year of operation have achieved 50% of LLA assets pooled and claimed to have achieved £7.7m in net fee savings to LLAs in the first half of the current financial year and £30.2m cumulative net savings.

3.7. Since LCIV inception, the pooling context has evolved, and they continue to work in partnership to address these changes and jointly deliver the purpose of the organisation.

3.8. The forward-looking plans have been developed against the backdrop of Brexit, increasing ESG and climate change concerns and emerging outcomes of triennial valuations that are expected to show higher funding levels which will influence asset allocation strategies and pooling activities.

3.9. The pace of pooling by the LLAs has a direct relationship with London CIV's AUM based management fees and is one of the key challenges they face. The rate of AUM growth has slowed and will be flat in 2019-2020 versus the £2.6b AUM growth forecast in last year's MTFS.

3.10. LCIV recognised that a number of items are impacting the pace of pooling including a pause in pool member decision-making pending the outcome of strategic asset allocation reviews.

3.11. Currently a third, £13b, of LLA assets are invested in passive funds not located on the ACS operated by London CIV. During the year, changes have been seen in pool members investment requirements which impact on their fund launch plans and a lack of seed funding for new funds.

3.12. LCIV realised that the delay in launching a number of their funds, particularly some more complex funds which have longer timelines, has also impacted on pool member confidence. LCIV stated they now have a more robust fund launch process in place and were pleased with the positive response to their Infrastructure Fund launched in the Autumn of 2019.

3.13. LCIV stated they are committed to reviewing the funding model in the coming year to consider the overall balance between the core costs of London CIV being covered by a fixed management fee versus the variable income from individual LLAs based assets invested and, therefore the relationship with actual use of LCIV services.

3.14. LCIV completed a peer cost benchmarking exercise ahead of the last MTFS and stated this confirmed that the London CIV was lightly resourced compared to other similar pools. However, they will complete a cost benchmarking exercise in the coming financial year to ensure their cost base continues to be in line with their peers and provides the necessary resources to support their fiduciary and regulatory obligations to all stakeholders.

3.15. They already have a cost and transparency group which includes s151 officers or their nominees and are seeking a s151 to chair this.

3.16. On people, the key appointments and office to note are:

- Mike O'Donnell appointed CEO in March 2019.
- Chief Investment Officer (CIO) role covered since May 2019 on an interim basis, (Kevin Corrigan since November 2019) and a recruitment to the permanent role in hand. (The individual appointed in September decided, for personal reasons, not to stay.)
- Rob Hall, Head of Equities appointed as Deputy Chief Investment Officer (retaining his responsibilities for Equity Asset Class). Interim appointments in place to cover Larissa Benbow Head of Fixed Income who has resigned.
- Head of ESG appointment in progress which has been enabled by a review of the investment team structure rather than by adding additional posts
- Kevin Cullen retiring as Client Relations Director in March 2020 and recruitment of a replacement in hand.

3.17. London CIV exists to deliver a more effective pension scheme asset management. To achieve this, they need to establish an effective working relationship with 32 pool members and achieve a consensus way of working. For some matters this means obtaining formal approval from all 32 pool members which from time to time proves difficult and can be an impediment to moving forward at the pace London CIV would hope for in order to deliver an effective and efficient outcome that pool members are expecting.

3.18. London CIV expect pool members to agree their Annual Budget on 30 January, including key objectives for the year. This is set in the context of a broader Medium-Term Financial Strategy (MTFS). Key items which are to be discuss with pool members include:

- **Pooling plans:** Clarifying LLAs strategic asset allocation requirements following triennial valuations and commitment to pooling
- **Investment Strategy:** Finalising and agreeing the investment strategy and prioritising resources and having the appropriate client engagement to ensure seed investors are in place once funds are launched
- **ESG**: Establishing and implementing ESG framework to deliver ESG and CIV response to climate change requirements, building on the recommendations from the ESG Stocktake report by Dawn Turner (formerly Chief Executive of the Brunel Pensions Partnership)
- **Permissions:** Gaining shareholder approval to expand permissions enabling LCIV to provide a fuller service offering and realise the ambition of being a best in class asset pool that delivers value for Londoner
- **Governance Review**: Completing the Governance Review and recommendations
- **Transparency and Reporting:** Further work on and enhanced reporting on the costs and benefits of pooling

3.19. LCIV recognised pool member focus on responsible investment and stewardship issues, in particular the need to fully reflect risks arising from climate change, has increased significantly over the last 12 months. LCIV stated that around 23 pool members have made climate change declarations and are now considering a more detailed response to these issues, including how this relates to pension fund investments. Following the stocktake report by Dawn Turner former CEO of Brunel Pension Partnership, LCIV are taking forward actions in the following areas:

- the appointment of a Head of ESG;
- investment strategy and our product range;
- stewardship of assets including a voting policy;
- improved reporting; and culture including our updated vision statement.

3.20. The London CIV 2020-21 Budget considered at the 30 January 2020 Shareholders General Meeting includes the following high level objectives:

2020-2021 Objectives	KPIs
• Continue to build credibility	• Appoint permanent CIO and stabilise team • Deliver strong fund performance • Deliver fee savings • Deliver fund launches to agreed timelines
• Establish a product strategy which meets LLAs needs including ESG and climate change requirements	• Develop investment and fund strategy to meet LLAs strategic allocation plans • Establish leadership position in ESG and climate change including engagement, voting and product range.
• Establish appropriate LLA engagement model for new fund launches	• Complete detailed mapping of individual borough intentions to drive three-year plan for AUM growth and fund portfolio • Review current LLA engagement model and ensure adding value; establishing revised approach where required • Establish greater transparency on activities and clearer position on confidentiality
• Deliver on transparency reporting	• Deliver Scheme Advisory Board requirements • Delivery Quarterly net savings reporting • Deliver CIPFA and Cost Transparency Code compliant reporting for LLAs
• Delivery strategic projects	• Governance Review / Recommendations • Pension fund closure to new hires (subject to 32 signed Pension Guarantees and Recharge agreements) • Change in permissions (subject to 32 signatures) • Senior Management Certificate Regime (SMCR) • FIS and reporting implementation • VAT and Transfer Pricing Review

LCIV Recharge agreement and City of London Guarantee agreement

3.21. The LCIV's pension arrangements are provided through the City of London Pension Fund as an Admitted Body and that LCIV and City of London have been working together to formalise these arrangements. There have also been discussions with the shareholders committee and the LCIV Board. Authorities have been requested to sign two documents.

3.22. The City of London took on the LGPS on the basis that the LCIV secure a bond or guarantee and secretary of state approval. The LCIV were on boarded to the City scheme with about 4 staff, though the establishment and ensuing pension liability has grown considerably.

3.23. The LCIV have opted to provide a guarantee to the City of London as the alternative route of a bond has proven to be prohibitively expensive. A substantial number of LLAs questioned why the LCIV is providing the LGPS defined benefit pension for staff in a quasi-commercial organisation. Moreover, the financial burden of operating the scheme will fall on boroughs and there was little consultation before this decision was taken.

3.24. After considerable deliberation the LCIV board agreed to close the LGPS scheme to new entrants. However, the LCIV can only close the scheme once they formalise the admission process with the City issuing an admission agreement. The City have declined to do this if they do not have all 32 boroughs sign the guarantee. This has led to a deadlock.

3.25. The first agreement which the Council has been asked to sign covers the guarantee in favour of the City of London (the agreement which legally protects the City of London Pension Fund from being solely responsible for any deficit arising from the LCIV's membership of the Fund).

3.26. Following the board decision to close the scheme, **officers recommend that the guarantee is signed on the basis that it will assist with formally opening and closing the scheme** which will potentially limit the long-term liability that could fall on the Council as a shareholder if the scheme remains opened to new entrants.

3.27. Furthermore, there is an implicit obligation on the Council as a shareholder of the LCIV to be jointly liable for all the liabilities of the LCIV. The Guarantee Agreement is an 'all shareholder' agreement which only becomes effective when the last shareholder signs.

3.28. The second agreement that the LCIV has asked authorities to sign concerns the FRS102 accounting liability (this is an accounting calculation of the deficit of the accrued benefits of the members of the LCIV membership of the scheme). In a private sector company, there is an impact on the bottom line which is why most private sector companies have closed their DB schemes.

3.29. The benefit of the Recharge Agreement to the LCIV is that it allows LCIV to 'recover' the capital hit caused by FRS102 defined benefit accounting rules. However, the recharge agreement does present some unintended consequences and does not incentivise pension fund cost management on the part of the LCIV.

3.30. The Recharge Agreement operates on an individual shareholder basis so there are 32 agreements, with each agreement 'on a several basis. A number of boroughs have so far not signed this agreement.

3.31. **It is not recommended that the Council signs the recharge agreement** at this time, but to continue to review the position.

3.32. The recharge agreement needs to be amended to exclude from the recharge cost, strain that could be brought on by London CIV management decisions e.g.

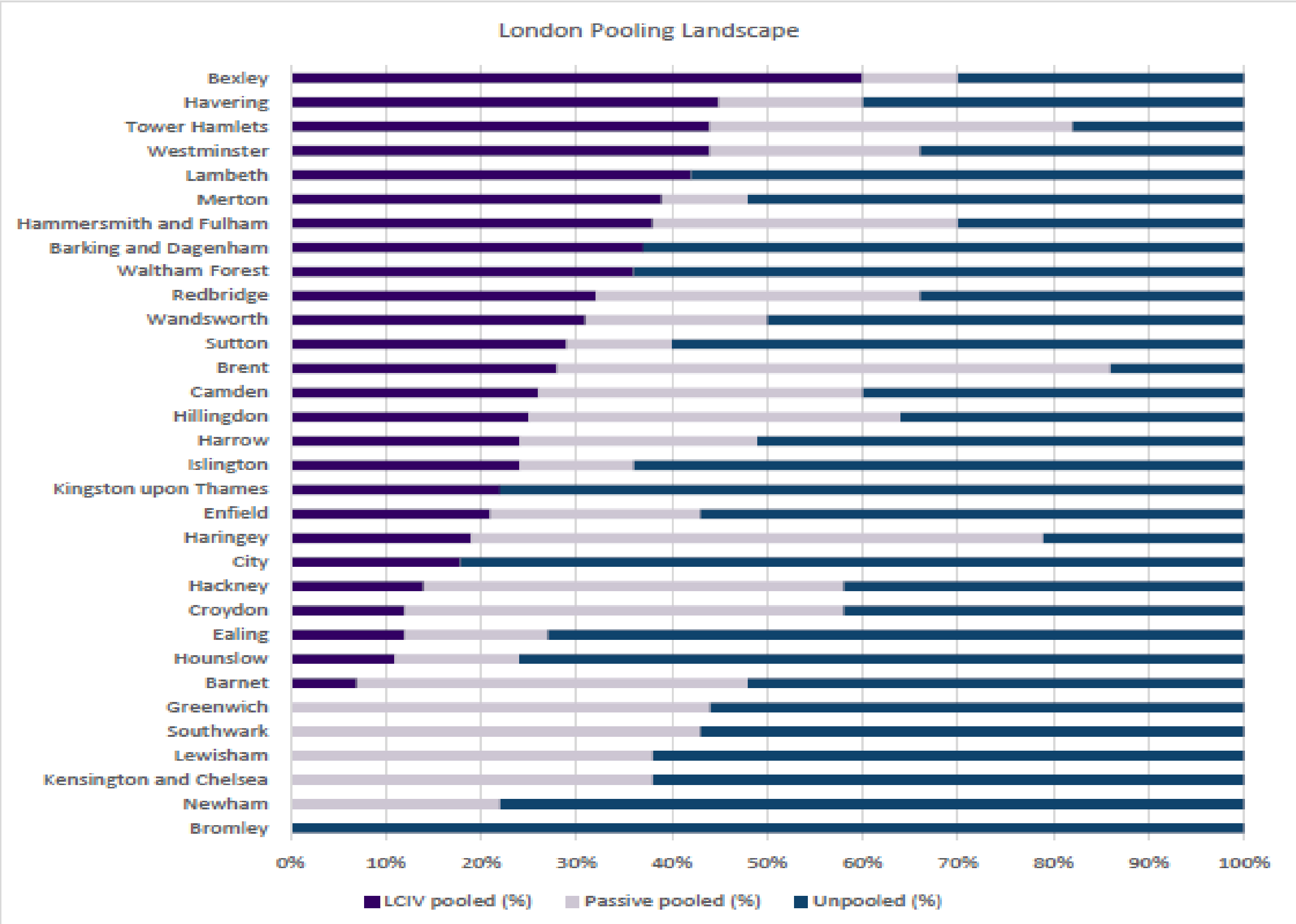
- The exercise of discretions
- Redundancy
- Early retirement

3.33. And this agreement should include a clause to notify and consult the boroughs if the pension provision or discretions policy is to be changed by London CIV.

LONDON CIV current level of asset pooling across London as at 31 December 2019 (source London CIV)

3.34. The current level of asset pooling across London has not changed meaningfully over the last twelve months. Pooling activity has been flat with little or no activity in most LLAs. There remain six LLAs that have yet to commit any funds on the LCIV platform.

3.35. Passive assets, managed by LGIM and Blackrock and which are, for the time being at least, classified as pooled, have grown as the result of continued flows into lower carbon tracker funds and LGIM's Future World Fund. By the end of 2019, it is expected assets on the LCIV platform to be around the £8.1 billion, while passive assets will be around £11 billion (LGIM £8 billion, Blackrock £3 billion). This £19 billion combined figure puts LCIV just near the 50% 'pooled' mark in respect of London's circa £38 billion total assets under management.



Cost Savings

3.36. London CIV reported actual net savings for the six months from April 2019 to September 2019 are £7.7m. Based on these actual half year savings figures, annualised potential net savings are forecast to be £15.4m and have been included in the annual LLA savings summary in shown below.

3.37. Savings including Gross savings which exclude the LCIV management fee and Net savings have been calculated taking into account all costs of the LLAs including the LCIV management fee, annual service charge and DFC. These savings do not include transition costs and we are working with LLAs to develop a process to calculate and include transition costs as part of the Transparency and Reporting Working Group. Detailed information on the savings per LLA is included below in the below chart.

3.38. London CIV plan to continue the work of the Transparency and Reporting Working Group and to work more closely with members of the Society of London Treasurers (SLT) to give this work more independence and rigour. LCIV would welcome a nomination from SLT for one of their members to chair this group.

London Local Authority Engagement and Benefit Schedule YTD September									
LLA	AUM Figures in £Mn			Saving Figures in £000					
	LCIV AuM	Passive AuM	Total AuM	LCIV Gross Savings	Passive Gross Savings	Total Gross Savings	LCIV Mgmt Fee	Service charge and DFC	Net Savings
Barking and Dagenham	398	-	398	191	-	191	49	45	97
Barnet	79	483	561	69	139	208	25	45	138
Bexley	587	54	640	392	37	429	64	45	320
Brent	243	551	794	143	153	297	40	45	211
Bromley	-	-	-	-	-	-	-	45	- 45
Camden	412	613	1,025	195	177	372	61	45	266
City	199	-	199	96	-	96	19	45	32
Croydon	148	500	648	184	144	328	22	45	262
Ealing	192	279	471	135	80	214	34	45	135
Enfield	246	313	559	212	89	301	34	45	223
Greenwich	-	625	625	15	178	193	15	45	133
Hackney	226	619	845	208	177	385	42	45	298
Hammersmith and Fulham	345	428	773	322	127	449	44	45	360
Haringey	249	909	1,157	188	262	450	46	45	359
Harrow	210	208	419	136	66	202	23	45	134
Havering	339	149	489	226	43	269	45	45	179
Hillingdon	232	416	648	296	116	412	39	45	328
Hounslow	127	155	283	117	44	161	19	45	97
Islington	367	178	545	152	51	203	48	45	110
Kensington and Chelsea	-	538	538	13	156	169	13	45	111
Kingston	188	-	188	136	-	136	21	45	70
Lambeth	635	-	635	355	-	355	73	45	237
Lewisham	-	575	575	14	162	176	14	45	117
Merton	297	79	377	239	4	243	31	45	167
Newham	-	346	346	8	100	109	8	45	55
Redbridge	283	275	558	107	80	187	42	45	101
Southwark	-	927	927	23	271	294	23	45	226
Sutton	210	85	295	95	24	119	27	45	47
Tower Hamlets	747	374	1,120	283	108	391	94	45	253
Waltham Forest	406	124	530	309	38	347	52	45	250
Wandsworth	774	492	1,265	631	142	773	101	45	627
Westminster	689	342	1,031	402	99	502	86	45	371
Total	**8,827**	**10,637**	**19,464**	**5,893**	**3,067**	**8,960**	**1,253**	**1,440**	**6,267**

LONDON CIV FUND PERFORMANCE OVERVIEW - 31 December 2019

3.39. The current LCIV portfolio includes 15 funds across equities, multi-asset, infrastructure and fixed income asset classes. The performance based on 31st December 2019 is shown below:

ACS	Size	Capacity*	Current Quarter (%)	1 Year (%)	Since Inception p.a. (%)	Inception Date	No. of Investors
UK Equity							
LCIV UK Equity Fund	£n/am	£1,000m	(0.91)	7.69	(0.26)	18/05/2017	0
Benchmark: FTSE All Share Index			*4.16*	*19.17*	*5.19*		
Performance Against Benchmark			(5.07)	(11.48)	(5.45)		
Global Equity							
LCIV Global Alpha Growth Fund	£2,782m	£650m additional	4.90	27.78	18.60	11/04/2016	13
Benchmark: MSCI All Country World Gross Index			*1.07*	*22.34*	*15.19*		
Performance Against Benchmark			3.83	5.44	3.41		
LCIV Global Equity Fund	£668m	Unlimited	1.12	20.82	9.88	22/05/2017	3
Benchmark: MSCI All Country World Index Total Return (Gross)			*1.46*	*22.38*	*9.96*		
Performance Against Benchmark			(0.34)	(1.56)	(0.08)		
LCIV Global Equity Focus Fund	£871m	£1,500m	2.90	20.44	11.35	17/07/2017	5
Benchmark: MSCI World Index Total Return (Net) in GBP			*0.98*	*22.74*	*9.52*		
Performance Against Benchmark			1.92	(2.30)	1.83		
LCIV Equity Income Fund	£260m	£750m	(0.85)	16.90	5.61	08/11/2017	2
Benchmark: MSCI World Index Total Return (Net) in GBP			*0.98*	*22.74*	*8.24*		
Performance Against Benchmark			(1.83)	(5.84)	(2.63)		
LCIV Emerging Market Equity Fund	£346m	£1,000m	0.20	5.45	(4.04)	11/01/2018	6
Benchmark: MSCI Emerging Market Index (TR) Net			*4.03*	*13.86*	*0.01*		
Performance Against Benchmark			(3.83)	(8.41)	(4.05)		
LCIV Sustainable Equity Fund	£448m	£1,000m	3.05	26.98	14.67	18/04/2018	3
Benchmark: MSCI World Index Total Return (Net) in GBP			*0.98*	*22.74*	*13.10*		
Performance Against Benchmark			2.07	4.24	1.57		
Multi Asset							
LCIV Global Total Return Fund	£325m	Unlimited	0.67	5.44	3.55	17/06/2016	5
LCIV Diversified Growth Fund	£726m	Underlying £9.5bn	2.79	12.63	6.53	15/02/2016	8
LCIV Absolute Return Fund	£898m	£1,500m	0.97	8.91	4.23	21/06/2016	10
LCIV Real Return Fund	£134m	Unlimited	1.61	12.37	5.28	16/12/2016	2

LCIV Fund Range (continued)

ACS	Size	Capacity*	Current Quarter (%)	1 Year (%)	Since Inception p.a. (%)	Inception Date	No. of Investors
Fixed Income							
LCIV MAC Fund	£858m	Unlimited	1.29	6.41	3.58	31/05/2018	12
LCIV Global Bond Fund	£295m	Unlimited	0.64	12.05	11.46	30/11/2018	3
Benchmark: Barclays Aggregate – Credit Index Hedged (GBP) Index			*0.20*	*9.97*	*10.17*		
Performance Against Benchmark			0.44	2.08	1.29		
Total LCIV Assets Under Management	**£8,612m**						

**Total fund capacity as at 31 December 2019. Capacities may change, for details on remaining current capacity available for further investment please contact the Client Service Team at clientservice@londonciv.org.uk.*

EUUT	31 December 2019 Total Commitment	Called to Date	Undrawn Commitments	Inception Date	No. of Investors
Active Investments	£	£	£		
LCIV Infrastructure Fund	399,000,000	598,500	398,401,500	31/10/2019	6

3.40. The performance has generally been good across the LCIV funds in 2019. In terms of performance since inception, most funds have outperformed their benchmark. Growth markets continued to outperform Value and the US stock market continued to lead the way on the equity front, despite continued trade war rhetoric. The Multi-Asset fund performance has been more mixed, with the Real Return fund having provided the largest gains.

3.41. The Absolute Return fund, on the other hand, has had a more challenging year but all have posted positive returns in 2019 whilst the underlying fund manager of the LCIV MAC fund has been placed on watch. The Global Bond fund continues to perform well, both on an absolute and risk-adjusted basis.

3.42. The LCIV Infrastructure Fund has been launched with six investors and has already committed to several primary fund investments, the first of which will be in a renewables fund. Drawdowns are anticipated to be in early 2020, although there is a possibility that this could start sooner.

3.43. During the year, the LCIV Global Equity Alpha Fund and the LCIV UK Equity Fund have been closed due to disinvestment by LLA.

Fund Launches

3.44. Last year, LCIV launched the Infrastructure Fund with near £400m in commitments at the first close. Within their range of Equity funds, LCIV engaged on Global Value and a Global Exclusion fund, both of which they hope to progress in this new year coming year. The Global Equity Core fund is open ready and awaiting investment.

3.45. On the debt side, while the withdrawal of their preferred manager for the Private Debt and Liquid Loans funds was disappointing, LCIV continue to see demand for the asset class. Both their Investment team and the Client team are working on possible options for a renewed launch subject to demand and capacity.

3.46. LCIV is aiming to expand their product range with the following fund launches:

a) **Inflation Plus Fund: T**argeting FCA submission for this fund in Q1 2020. The manager has been selected and the fund structure is being finalised.
b) **Property Funds:** Aiming to offer three strategies, UK Commercial, UK Residential and Global Property. Discussions on mandate terms and structure have commenced with the initial focus on UK Commercial Property.
c) **Sustainable Exclusion Fund**: We have had strong lead interest in launching an exclusion version of our Sustainable Equity Fund. Expectation to launch this in early 2020.
d) Separate Renewables Mandate: To initiate work on options in this area and engage with potential investors.

3.47. The table below summarises the new product focus and indicative estimates for AuM growth in the coming months. These are high-level estimates, and much will depend on the triennial valuations, structuring discussions which are currently taking place. The LLAs are also going through their own ESG and RI policies, which will have an effect on the estimated figures below.

3.48. The challenge for both LCIV and LLAs is to ensure that indicative levels of interest convert into actual investment. LCIV is tasked with manager selection which it will do in consultation with LLAs, but the ultimate decision to invest remains with LLAs.

3.49. LCIV Asset Under Management (AUM) Projections March 2021

Fund/Asset Class	Estimate of AUM Inflows by March 2021
Inflation Plus	350-500m
Property Funds	350-500m
Sustainable Exclusion Fund	200-300m
Existing Funds	200-400m
Total AUM Estimate	1.1bn -1.7bn

4. **ALTERNATIVE OPTIONS CONSIDERED**

4.1 There is no alternative

5. **REASONS FOR RECOMMENDATIONS**

5.1 This report provides an update on LCIV new governance arrangements, Fund launches and LCIV Agreements. The Fund and the Council are obliged to be comfortable with the terms and conditions to inherit future share of unlimited or unquantifiable pension liabilities. As the Council is not certain on London CIV decisions and these could impact the level of future liabilities.

5.2 For effective and efficient management of the Fund as regular engagement with the London CIV is crucial to the Fund, to ensure that the Pool makes available the strategies and services that Enfield Pension Fund and other London funds require. Successful delivery of these objectives will be crucial in ensuring that the anticipated longer term investment manager fee savings can be delivered.

6. **COMMENTS FROM OTHER DEPARTMENTS**

6.1. **Financial Implications**

a) This report provides an update on progress to date on LCIV new governance arrangement and Fund launches. Regular engagement with the London CIV going forwards is crucial to the Fund, ensuring that the Pool makes available the strategies and services that Enfield Pension Fund and other London funds require. Successful delivery of these objectives will be crucial in ensuring that the anticipated longer term investment manager fee savings can be delivered.

b) The Council has some £253m investments with London CIV sub-funds and £278m of passive pooled investments.

6.2. **Legal Implications**

a) This report provides an update on developments affecting the London Pooling arrangements. As a member of the London CIV, the Council must ensure compliance with its statutory duty to ensure the proper and efficient management of the Fund.

b) Improvements to the governance arrangements in the London CIV as well as reviewing and agreeing the LCIV renumeration policy, the LCIV Pension Cost Recharge and LCIV Pension Guarantee Agreement for City of London should assist the Council to meet its statutory duties.

7. **KEY RISKS**

a) It is important to keep abreast on current issues to facilitate the rigorous and robust management of the Pension Fund for a better, quicker and more effective decision-making process which can lead to better Fund performance and reduction in the contribution required from the Council towards the Fund.

b) The monitoring arrangement for the Pension Fund and the work of the Pension Policy & Investment Committee should ensure that the Fund optimises the use of its resources in achieving the best returns for the Council and members of the Fund.

Background Papers
None

Appendices
None

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