

Investment Manager

Scoring: 1 = Very Poor; 2 = Poor; 3 = Average; 4 = Good/ Above Average; 5 = Excellent

Quality of Proposal (The tenderers were asked to submit a proposal based on the ITT, and to complete the Return Form)
Alignment with Ethical and Environmental Investment Criteria (Answered in several ways - either in Return Form Question 2.1 or in Attached Documents)
Risk Mitigation (Return Form Question 2.3, 5.5 & 5.6)
Strategy to deliver returns (Answered in several ways - either in Return Form Question 2.1, or in Attached Documents)
Management Fee (Return Form Question 4.1 & 4.2)
Service Approach (Return Form Question 2.2)
Skills and Resources (Return Form Question 5.2)
Management and Team (Return Form Question 3.1 & 3.2)
Historical Performance (Return Form Question 5.3 - Separately Attached; Specifically answered in Question 5.4)
ESG skills and experience (Has been answered in several ways - either in Return Form Question 2.1, or in Attached Documentation)
Communication, Commitment and Proactivity (Return Form Question 2.1)
Advisory Services (Has been answered several ways - either in Return Form Question 2.1, or in attached documentation)
Score out of 100

1	Given your understanding of our needs and size of our current portfolio, talk the panel through your opinion on how you would allocate assets in the portfolio	Their thinking on asset allocation and risk: this speaks directly to their approach, how they pitch our risk, how much exposure they believe we should have and whether this aligns with the ICS's thinking
2	Are you a signatory to the UN PRI and how does your approach mesh with the SDGs?	This tests their commitment to ethical and responsible investment - if not a signatory, should be a red flag. If they are able to slightly expand on the question, a good sign.
3	What is the extent of your advisory services?	This is a critical question - investment managers are not simply fund managers, but should be able to provide advice on what to invest in, they should be able to speak to assisting in lining up our operational needs with investment, educating trustees and company members etc.
4	In what way will our - given modest - investment contribute to sustainability, green infrastructure development and social investment? How can we show value to our membership through having yourselves managing our investments?	It's important that any investment the ICS makes not only generates a return, and speaks to sustainability, but that this can be quantified in some way.
5	How has your firm managed during varying market conditions? Could you please give a brief charity related example.	This speaks to their stability throughout specific market conditions, and ability to consistently maintain returns. If they are able to talk through how they managed their position and maintained consistent returns throughout the 2008 financial crisis, and the 2020 ongoing Covid-19 recession give consideration to a higher score.
6	What is the approach to inflationary risk in your investment strategy?	They need to be able to anticipate inflationary pressures in the market, understand how to handle these, as well as understanding the different asset allocations that might be required and the shifting in times of increased inflationary risk.
7	Could you please unpack your management fee.	There needs to be a clear understanding of the management fees without any confusion entering in.
8	What is your view on the risk exposure that the ICS should consider? For example, in your opinion, is our focus on the lower end of middle risk suitable?	Reducing risk is important, as is an understanding of what appetite for risk we have, and their opinion on this. Unlikely to be a contentious question, but would be useful to get clear answers.
9	What are your thoughts on the debate between disinvestment in fossil fuels versus engagement, and how does this effect your investment strategy and advice?	Our preference is for disinvestment given that we don't have the scale of funds to undertake shareholder activism. However, it would be useful to hear what the arguments they use are, and how they justify/ rationalise their position: this provides a useful insight into their thinking around sustainability.
10	What is your main approach to green investment? Is it looking at, for example, pooled energy funds, alternative energy production investment funds, carbon offsetting funds, green infrastructure investment or a combination of investment into funds and equities or an equities driven approach?	This is an insight-based question into their approach to sustainable/ green investment.
11	How will you ensure that our investments are undertaken in an ethical manner - this is both a question of principle, and one of optics - we would wish to avoid any investment scandals.	How will they invest in such a way that they are able to handle ethical exclusions, what is their approach, do they partner with a third-partner or do this in-house? How will they handle PR if there is blowback from an ethical discovery in an e.g., pooled fund?
12	How will our relationship work?	This speaks to the communication method, how often meetings will take place, how the position of the portfolio will be communicated, lines of communication, as well as their approach to client relationship management.
13	How will handle the transition/ move from our existing manager to yourselves?	Straight-forward operational question.