

Wales Pension Partnership - Communication Plan

The Wales Pension Partnership (“WPP”) believes that effective internal and external communication is vital to achieving its objectives. The WPP, as part of its commitment to this belief, has agreed to formulate and maintain a communication plan which will be reviewed annually. The communication plan’s annual review will take account of innovative developments within the communication industry and the expressed views of WPP’s stakeholders.

This communication plan sets out how the WPP will carry out its internal and external communication strategies. The plan outlines the WPP’s:

- Target Audience
- Key Messages / Key Purpose
- Means of Communication
- Responsibilities
- Review & Reflection Process

Internal Communication

Target Audience

As part of its internal communication plan the WPP will seek to communicate and engage with the following internal bodies:

- Constituent Authorities
- Officers
- JGC Members
- Scheme Members (via the Constituent Authorities)
- Pension Committees
- Pension Boards
- Pension Forums
- Employers
- Suppliers (e.g. The Operator)

Key Purpose

The WPP recognises that effective internal communication is critical to achieving the WPP’s objectives. Internal communication will foster greater collaboration amongst WPP personnel and will help ensure that everyone is fully informed and aligned with WPP’s beliefs, objectives and priorities.

Improved internal communication will allow for greater levels of information sharing within the WPP and improve the WPP’s decision making process. In addition, internal communication will let the WPP foster its unique identity and culture, which will allow it to further develop its unified vision and journey plan.

Means of Communication

The WPP has identified the following methods and communications channels as the means by which it will communicate and engage with its internal stakeholders:

- Annual WPP Member statement (for Constituent Authority use)
- Frequently asked questions for Members (for Constituent Authority use)

- Website
- Social media
- Meeting summary notes
- Surveys
- Internal document portal
- Bi-Weekly conference calls
- OWG meetings
- JGC meetings
- Engagement & training days

Responsibilities

The table below outlines who is responsible for certain elements of the WPP's internal communication plan:

Task/ Communication Channel:	Responsibility of:
Annual WPP Member statement	JGC Chair
Frequently asked questions for Members	The Host Authority
Website	The Host Authority
Social media	The Host Authority
Meeting summary notes	The Host Authority
Surveys	The Host Authority
Internal document portal	The Host Authority
Bi- Weekly conference calls	The Host Authority/ Operator/ Advisors
OWG meetings	Members of the OWG
JGC meetings	Members of the JGC & OWG
Engagement & training days	The Host Authority/ Operator/ Investment Managers

Review & Reflection Process

The WPP will review and reflect on the suitability of its internal communication plan as part of its half-yearly and yearly reviews of its communication plan. The reviews will be carried out by the Officer Working Group ('OWG'). The purpose of the reviews will be to assess whether the WPP's internal communication policy is effective, fostering collaboration and aiding the WPP's decision making process.

As part of the annual review, a survey will be issued to all internal bodies to gauge the levels of satisfaction with the existing communication policy and potential areas of improvement. The OWG's

review will identify areas of improvement and will articulate what resources are required to implement these improvements, these will be put to the JGC for their consideration and approval.

External Communication

Target Audience

As part of its external communication plan the WPP will seek to communicate pro-actively with the following bodies:

- Central Government (including Ministers)
- Welsh Government (including Ministers)
- Unions
- Media
- Scheme Advisory Board (SAB)
- Local Government Association (LGA)
- Welsh Local Government Association (WLGA)
- Local Authority Pension Fund Forum (LAPFF)
- Lobby Groups
- Other pools

Key Messages

The WPP has identified the following as key messages that it wants to articulate to external audiences:

- **Achieving Success and Delivering Cost Savings** – The WPP is proud of its success to date and is committed to delivering continued success. The WPP has put value for money at the heart of its decision-making process with the objective of deliver costs savings. The pooling model adopted by WPP has allowed it to avoid expensive set up and implementation costs. The WPP’s model has and continues to provide a framework that delivers attractive and cost-efficient investment opportunities for Constituent Authorities.
- **Collaboration** – The WPP is founded on the principle that the Constituent Authorities of Wales are fully committed to working together to serve the best interests of their underlying members, employers and other stakeholders. The WPP builds on the strong relationships and proven track record of collaboration that Constituent Authorities initiated as part of their ‘Working Together’ initiative. WPP’s strength and progress towards better outcomes for its beneficiaries is founded in the Constituent Authorities’ ability to work together and to collaborate effectively with one other.
- **Delivering Benefits to Scheme Members and Employers** – The WPP is proud of its pooling model which is designed to meet the needs of WPP’s Constituent Authorities, who will in turn meet the needs of their members and employers. WPP strives for the highest standards of governance and to fulfil the interest of beneficiaries.
- **Welsh Identity** – The WPP is proud to represent the entirety of Wales and Wales’ unique cultural identity. The WPP represents the shared vision of the Welsh Constituent Authorities and the roadmap that they have developed to deliver this vision.

- **A Proud Member of the LGPS Community** – The WPP is proud of its LGPS heritage and has embedded the following LGPS characteristics into its structure: robust governance, transparency and high levels of local accountability.

Methods & Communication Channels

The WPP has identified the following methods and communications channels as the means by which it will implement its external communication policy and articulate key messages to its target audience:

- The WPP website
- Frequently asked questions
- Social Media (e.g. LinkedIn)
- Annual WPP progress update
- External press releases and press statements
- Publicly available Joint Governance Committee ('JGC') meeting papers
- MHCLG Consultations
- Attendance at external conferences and events

Responsibilities

The table below outlines who is responsible for certain elements of the WPP's external communication policy:

Task/ Communication Channel:	Responsibility of:
Articulating the WPP's key messages and implementing WPP's Communication Plan	All WPP Personnel
Maintenance of the WPP's website	The Host Authority
Frequently asked questions	The Host Authority
MHCLG Consultations	The Host Authority (with assistance from relevant parties -e.g. The Operator & Investment Managers)
Maintenance of the WPP's social media	The Host Authority
Annual WPP progress update	JGC Chair
Press statements & releases*	JGC Chair, OWG Chair and the Host Authority
Publicly available JGC meeting papers	All WPP Personnel
Attendance at external conferences and events	All WPP Personnel

*Press statements & releases will be made by the JGC chair, unless there are mitigate circumstances that inhibit the JGC chair from being able to make or release statements. Draft press statements will be circulated to members of both the JGC & OWG for their approval.

Review & Reflection

The WPP recognises that its audience, key messages, responsibilities and means of communications will evolve. Therefore, the WPP will carry out a full review of its communication plans on an annual basis, in addition to an intermediate half year review.

The annual and intermediate reviews will be carried out by the Officer Working Group ('OWG'), the purpose of the reviews will be to assess whether the WPP's Communication Plan continues to be appropriate or should be updated. During the course of the annual review the OWG will consider potentially challenging questions that could be asked of the WPP and will formulate suitable responses to these questions. Following the completion of the WPP's annual communication plan review the OWG will put forward amendments to the plan for the JGC's approval.

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Appendix 1: Glossary

Frequently asked questions – This document will address and answer the questions that external audiences often ask of the WPP, e.g. What is the WPP? The document will also outline the WPP's policy of Freedom of Information (FOI) requests and whom FOIs should be addressed to. The frequently asked questions document will be made publicly available on the WPP website.

Annual WPP progress update – This document will be a publicly available document that will be made available on the WPP website. The intension of the document is to articulate the work and progress that the WPP has made during the course of the past 12 months.

Annual WPP Member statement – This document will also articulate the work and progress that the WPP has completed in the past year. The statement will differ from the annual WPP progress update, it will be tailor-made for the WPP's scheme members and will be classified as an internal document. The communication will not only identify what actions the WPP has completed over the year, but it will also identify what these actions will mean for members. This document will be produced by the Host Authority and issued to the Constituent Authorities with the intension that they will share this information with their Scheme members as they see fit. The drafting of this document at Host Authority level is intended to encourage more unified messaging across the Constituent Authorities' membership base.

Frequently asked questions for Members – This document will answer a number of questions that are frequently asked by WPP scheme members. In particular, it will address questions on the implication of the pooling process and formation of the WPP on members' pensions. This document will be produced by the Host Authority and issued to the Constituent Authorities with the intension that they will share this information with their Scheme members as they see fit. The drafting of this document at Host Authority level is intended to encourage more unified messaging across the Constituent Authorities' membership base.

Meeting summary notes – These notes will be produced following each OWG and JGC meeting and will summary the key elements of the meeting; decisions made and actions points. These summary notes will be issued to all Constituent Authorities with the anticipation that they will be shared with local Constituent Authority Pension Committees. The summary notes seek to ensure that all Pension Committees have the same level of information on recent WPP decisions and actions.

Surveys – refers to all polls, questionnaires and surveys issued on behalf of the WPP. Polls will frequently be used to gage availability for future meetings. Questionnaires will be used to gather the range of beliefs and views within the WPP. Surveys will be used to identify satisfaction levels and areas of future improvement.

Internal document portal – refers to a login portal that WPP personnel can use to access key WPP documentation such as meeting papers, previous minutes, governance materials and contact information.

Bi-Weekly conference calls – refers to the calls that are hosted every two weeks between WPP personnel and relevant external suppliers such as the Operator, the Custodian and the Investment Managers.

MHCLG Consultations – refers to information requests and progress updates from the Ministry of Housing, Communities & Local Government.

All WPP Personnel – refers to JGC members, OWG members, Host Authority personnel. Please note that Constituent Authority Pension Committee members may also be considered as part of this definition if they are representing Constituent Authorities at external conferences and events.