

Communications Strategy 2026

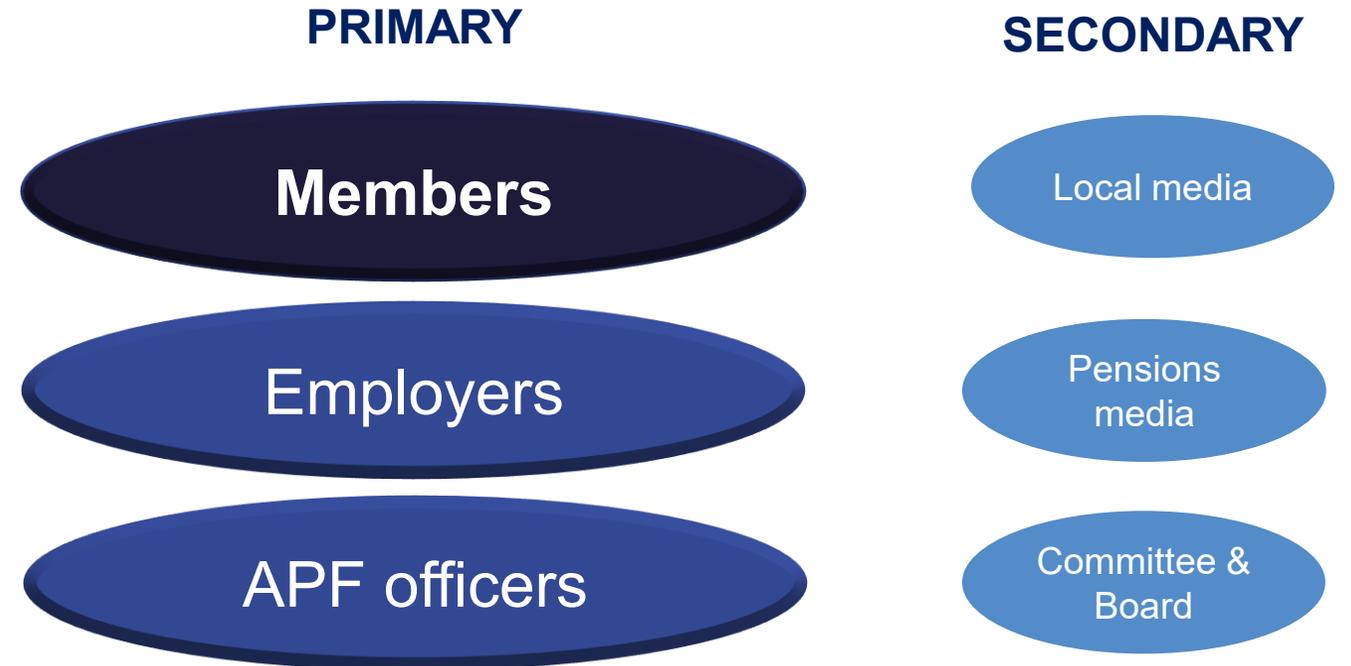
1. Audiences



Audiences



- The Fund serves multiple audiences.
- To meet our objectives, we need to focus on 'primary audiences' while also engaging with 'secondary' ones.



2. Purpose & Objectives



“Our purpose is to provide secure pensions and deliver meaningful impact by investing responsibly.”

Aims and objectives



	Aims	Objectives
Members	Raise members' engagement with their pension and improve digital experience.	<ul style="list-style-type: none"> • Increase sign-ups to upgraded my pension online (MPO) • Raise understanding of their pension: <ul style="list-style-type: none"> - continued awareness of pension scams - new starter process improvements • Build awareness of our climate action & local impact
Employers	Improve employers' digital experience and how they can engage their employees.	<ul style="list-style-type: none"> • Raise engagement with our website through comms & training • Help employers support our member aims and MPO sign ups
APF officers	Foster a positive, interactive, and open culture which encourages employee participation and pride in their work.	<ul style="list-style-type: none"> • Use two-way communication and provide clear and regular updates. • Raise awareness of Fund successes and charity work. • Survey officers annually to measure views & identify improvement opportunities.

Regulatory communications

Dashboard, Annual Statements, Access & Fairness, Fit for the future

3. Brand values



Brand values - these run as common threads through our communications

Responsible

As responsible investors, we care about the future of our members and the world. Our commitment to the environment informs how we work.

We're committed

Constant

We're long-lasting, strong and reliable. You can count on us every step of the way.

We're secure

Local

We're devoted to serving local members and employers, to deliver pensions that work for everyone.

We're here

Service

Your pension is our priority – we want to help you understand your pension benefits and choices.

We care

4. Plan



2026 plan on a page



	Q1 2026	Q2 2026	Q3 2026	Q4 2026
Regulatory	<p>Year end content</p> <p>Fit for the Future</p>	<p>Year end content</p> <p>Fit for the Future</p> <p>P60's</p>	<p>ABS: deferred & active</p> <p>Fit for the Future</p> <p>Access & Fairness</p>	<p>Annual report</p> <p>Access & Fairness</p>
Members	<p>MPO sign up campaign</p> <p>RI report publication</p> <p>New starter digitisation</p> <p>Website process improvements</p>	<p>MPO sign up campaign</p> <p>P60 digitise</p> <p>New starter digitisation</p> <p>Newsletter: pensioner</p>	<p>MPO sign up campaign</p> <p>New starter digitisation</p> <p>Newsletter: active & deferred</p>	<p>MPO sign up campaign</p> <p>Dashboard</p>
APF officers	<p>Celebrate successes</p> <p>Show case charity work</p>	<p>Celebrate successes</p> <p>Show case charity work</p>	<p>Celebrate successes</p> <p>Show case charity work</p> <p>Staff pulse survey</p>	<p>Celebrate successes</p> <p>Show case charity work</p>
Employers	<p>Quarterly newsletter</p> <p>Actuarial valuation</p> <p>Website promotion</p>	<p>Quarterly newsletter</p> <p>Website promotion</p>	<p>Quarterly newsletter</p> <p>Dashboard</p> <p>Website promotion</p>	<p>Quarterly newsletter</p> <p>Dashboard</p> <p>Website promotion</p>

5. Channels



Member channel selection

	Digital (Primary) Web/email/MPO	Post	Phone	In-person	Social
Audience reach	<ul style="list-style-type: none"> c.50% members 	<ul style="list-style-type: none"> All members 	<ul style="list-style-type: none"> All members 	<ul style="list-style-type: none"> Low % Targeted support Access needs 	<ul style="list-style-type: none"> Not good for reaching all members Great for recruitment (LinkedIn)
Suitable for explaining pensions	<ul style="list-style-type: none"> Perfect for reports, videos, online forms, etc. 	<ul style="list-style-type: none"> Effective for technical messages Not preferred by younger people 	<ul style="list-style-type: none"> Great for help, advice, immediate service Not scalable 	<ul style="list-style-type: none"> Great for complex forms & processes for in-depth/sensitive matters inc. deaths 	<ul style="list-style-type: none"> Great for crisp short messages Not for technical explanations
Access for digitally excluded	No	Yes	Yes	Yes	No
Efficiency	High	Medium	Medium	Medium	No complex to manage constant queries and comments
Record keeping	Yes	Yes	Yes after phone changes, date tbc	Yes	No
Use this channel ?	✓	✓	✓	✓	X

Thank you



If you have any questions please contact:

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Avon
Pension
Fund



Your pension, your future