

CORPORATE PLAN 2021 – 2026

Appendix A

Contributing together to create
sustainable futures for all



West Midlands Pension Fund

OUR FUND

The West Midlands Pension Fund is one of the largest UK Pension Funds serving in excess of 330,000 public sector employees and more than 750 employers across the West Midlands Region, holding assets under management of around £18 billion across a diversified portfolio designed to serve and deliver cashflow in support of our members' pension benefits.

The Fund has a long-standing history across the West Midlands region. Borne out of the historic West Midlands County Council, we work on behalf of the seven District Council Authorities to provide opportunities for members to plan for a retirement future which serves the needs of individual circumstance.

£18.7bn assets under management

343,000 members

764 employers



Introduction From Director of Pensions

Our Corporate Plan for 2021-2026 has been developed following an unprecedented year for the Fund, our members and employers. The coronavirus pandemic has taught us a lot about the things we do well; those which are important and how we should continue to review and develop our Fund and the services we provide to ensure sustainable futures for all.

In a year in which many organisations were forced to come to a standstill and reduce service, we have adapted and been able to build new offerings to support our members and employers through uncertain times. Information and support services have moved online, our new employer hub has launched and although the demand and need for face to face engagement is still there, we have been able to provide a lifeline to many at a time of great need and unfortunately, personal loss. Our increasing need for technology and systems to develop to increase service accessibility, develop working efficiencies and enhance controls has come to the fore, with a focus on supporting and protecting our employees and customers as they interact with the Fund and their pension savings.

Events this year have reinforced more than ever the importance of strong governance, responsible investment practice, the value of diversity and inclusion

and need for proactive response to Climate Change. Alongside our accreditations for our administration, people and customer service, the development of our cyber strategy, investment engagement themes, investment pooling programme and publication of our investment Climate Risk assessment highlight the progress we are making to retain strong governance.

Our engagement network and commitments have broadened over the year as we look to increase collaboration for global influence and continue active stewardship in partnership to drive an increased pace of change, calling out where action is needed to protect human rights and increase responsible financial management. Sustainability and long term resilience are themes which flow through our investment strategy, engagement priorities and corporate agenda.

We continue to develop a programme of “growing our own” talent, equipping employees with the tools they need to succeed and support their well-being. Our recruitment programme has continued to see strong interest and will remain a key strand of our work towards enhancing equality diversity and inclusion with the Fund and the organisations we work with, delivering for our local people and communities within the West Midlands.

Looking ahead and over the next five years, our corporate plan seeks to build on progress to date. We have programmes in train to respond to Scheme regulatory change and increasing disclosure of action on Climate Change. Developing the Fund workspace and environment to support our people, service delivery and collaboration through new office premises is a priority for 2021 as we look to build on new working practices, live to the environmental and technological standards we expect from others and provide a central forum for a sustainable future within the Local Government Pension Scheme.

This plan has been developed in collaboration with our key stakeholders – our governing bodies (including member representatives), employers and employees. All will play a role in its delivery and ongoing progress review and we thank all for their support in our ongoing growth and development.



Rachel Brothwood
Director of Pensions

Executive Summary

In developing our Corporate Plan we have engaged with our People and Stakeholders and have taken stock of the world in which we operate to identify challenges, opportunities and risk which may determine our path over the next one to five years.

We have seen an appetite to continue to adapt the Fund’s approach in how we engage, communicate and support. With demand across all channels of delivery, there is greater opportunity to reach our customers. We will continue to develop our people and working environment to provide timely, accessible and cost

effective services. Recognising the growing complexity and interest in pension saving and how the contributions we collect are invested for the future, we recognise and embrace the opportunity for collaboration with our key stakeholders for mutual benefit.

A YEAR IN REVIEW

Our goals and ambitions 2020 – 2025

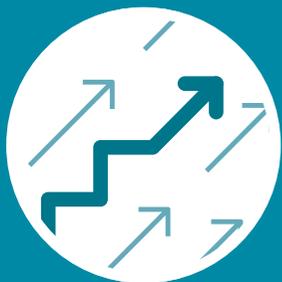
Our Service Plan 2020-2025 outlined three themes driving our service development and delivery

- **Information management** – improving the information we collect and hold to enable us to better know our customers and ensure we are using this to manage and improve performance
- **Risk management** – ensuring our financial and operational risk management practices were supporting implementation of our funding and investment strategy, supported by an evolving assurance framework
- **Efficiency and resourcing** – developing the tools and our people to increase capacity and manage ongoing change

Progress has been made in each of these areas, and the themes remain relevant as we continue to build our Corporate Plan for 2021-2025.



Our Corporate Priorities in 2020 Information Management | Risk Management | Efficiency and Resourcing



Internal Development; enhancing operational efficiencies

For the Fund, 2020 was a busy yet successful year with services maintained and transformed to enable ongoing support to our members and employers, the pandemic created opportunity to bring forward and roll out more rapidly online member and employer face to face support and system developments to support operational performance. The Fund has been recognised for these achievements across a number of accrediting bodies and industry organisations, most recently through becoming the first LGPS Fund in England and Wales to achieve PASA Accreditation in November 2020.



Social and Employer Responsibility; building partnerships

While the start of the financial year was a very uncertain time for markets, the Fund maintained its position as a long term investor focused on implementation of investment strategy which plays the most significant role in continuing to meet the long term liabilities of the Fund.

Throughout the year the Fund focussed engagement with employers on their own response to the Covid pandemic, supporting our understanding of their key issues through regular surveys and delivering support sessions.



For our own employees, we assessed the impact and risk of Covid with well being and safety being at the heart of our priorities and focus, ensuring we could maintain service delivery for our customers.

Our 2020 Climate Risk Disclosure report was prepared based on analysis undertaken by our investment pool company, and partner, LGPS Central Limited

Financial and information management; improving data

Most notably there has been a step change to the way organisations and their workforces interact, increasing opportunities for technology-led innovation but also placing a spotlight on accessibility, reliability and the ongoing need to respect and keep both online spaces and the data we hold informative, accurate and safe.

Over 2020/21 we have developed the Fund's Cyber Strategy, enhancing our monitoring and testing programme to further build our framework for continuing to develop resilience and protection of our information and data.

Alongside this, our new employer hub and enhanced electronic exchanges of data, together with our approach to employer engagement provide a platform for demonstrable success in improving the quality of our membership data records.

In partnership with our employers, and building on the success of our annual employer health check exercise, we have seen examples of noticeable advances in data quality aligned to structured improvement plans.

Our Corporate Priorities in 2020 Information Management | Risk Management | Efficiency and Resourcing



Local and Regional Engagement

Across the pensions industry we have seen growing focus on pension saving and retirement planning, raising awareness of the issues which affect the value of retirement income and interest in how pension fund assets are invested and managed. The Pensions Schemes Act 2021 seeks to improve protections for pensions savers, with increased protection against pension scams, rising standards of governance for Scheme managers and step change in the governance of climate risk management. Across the Public Sector changes to LGPS regulations to remedy and develop Scheme benefits have the potential to pull on available resource of Funds while adding to the myriad of complexity within benefit calculations; supporting members through the review and potential adjustment to their benefits will be of paramount importance as we move forward.



Along with the growing complexity in scheme rules, member and employer numbers continue to grow, with increasing rates of movement due to role and employment changes and employer restructuring. We acknowledge the financial responsibility of our employers in providing the LGPS to members, and engage extensively across the employer-base to better understand the associated challenges and affordability pressures. It is paramount to our collaborative success that the Fund is able to engage employers to understand their requirements and challenges, to support delivery of services and inform members enabling decisions to be taken in relation to their pensions savings.



More broadly, the Fund has made allocations to investments which have provided support to finance small and medium size businesses, enable local housing development and sustainable energy projects.

Enhancing Operational Efficiencies

Despite the uncertainty of the last 12 months, a number of key ambitions set out in our 2020 Service Plan have been achieved, most recently with the launch of a new Employer Hub as part of the Fund's Digital Transformation Programme – the first group of employers transitioned across to the new platform during November 2020 following a period of extensive testing, with further roll out undertaken

through the first quarter of 2021/22. This is a key step forward in the Fund's delivery of its employer engagement, providing an enhanced self-service platform to support delivery of the Fund's Pension Administration Strategy and Data Management Strategy.

Investment pooling has continued to progress alongside implementation of change to investment strategy. Transition and increase in allocation to Emerging Market Debt has enabled this strategy to develop. Alongside this the Fund's climate change risk assessment from 2017/18 has been refreshed and enhanced to test resilience and aid monitoring of risk exposure.

Developing People and Skills

Our people and their ongoing development continues to be at the heart of prioritising service delivery. This year the Fund adapted its member engagement to ensure key information and support was still available to individuals affected by the uncertainty of the pandemic with our customer contact centre maintaining service delivery and our member services team adapting their offering to incorporate webinars and virtual one-to-one meetings to ensure information was still available to members in the comfort of their own homes.

- An achievement recognised in our reaccreditation for Customer Service Excellence, in November 2020.



Support and development of our own people has continued with recruitment and training through online platforms ongoing during the year. This year the Fund has seen an exponential increase in the rate of applications for the Fund's available roles reflecting a growing interest in the work of the Fund and the opportunities for career development within the region.

This was most notably recognised in our achieving Investors in People Gold in the Summer.

OUR VISION

“Contributing together to create sustainable futures for all”

As a public service pension scheme, the West Midlands Pension Fund is focussed on delivering value to our customers and stakeholders, ensuring information and support is available at the right time to enable pension members to effectively plan for their retirement and to support our employers in performing their role as they participate in the statutory local government pension scheme.

Now, more than ever, there is a motivation across the public and our own member and employers’ appetite to do more to address environmental and social issues, highlighted through global understanding of the pace and impact of climate change and through the awareness raised by Black Lives Matter which have both thrown a spot light on the actions all can take, including public bodies and employers, to do more to ensure equality, diversity and inclusion.

As we look forward to 2021 and consider our focus and priorities to 2026, we remain committed to ensuring our customers are educated, informed and engaged about their retirement income and have the opportunity to plan their retirement effectively while invoking confidence in our investment approach that aligns with their beliefs.



OUR PRIDE

P

Partnering for Success

We work with our partners, customers, peers and stakeholders to design, enhance and deliver services that meet their needs as well as supporting the wider LGPS and pension industry to shape the environment in which we work.

Through partnerships we are able to deliver our investment beliefs and support development of sustainable futures.

R

Responsible Asset Owner, Employer and Local Community Partner

Through our Responsible Investment Framework we support active stewardship, engagement and seek positive change to protect and enhance the Fund's assets, ensuring they deliver the returns to support the payment of members' pension benefits.

As an employer we work with our people through our focus on Equality and Diversity working with our staff forum to support and promote inclusion and opportunity. Our staff forum promotes charitable causes raising funds to support local and national bodies with charities nominated by their colleagues.

I

Investing to Increase Capacity

As the world of pensions becomes ever more complex, we are committed to investing in resource which supports efficiency in processes able to respond to the increasing numbers and demand of our customer base. Enhancing usability of self-service platforms and providing opportunity for customers to seek support and information while investing in our people, continuing to develop knowledge and understanding which supports the service delivery and providing career opportunities for the next generation of leaders. Having the right people with the right skills, knowledge and behaviour is fundamental to the work of the Fund and we have implemented a people development strategy to ensure the ongoing success of our people, developing an organisation able to respond to its customers' needs.

D

Delivering Value Added Services

As a public organisation we are committed to ensuring value for money in all our offerings, from resources, services and managing investment cost through transparent reporting. Through annual benchmarking we continue to assess our delivery ensuring there is value in our work.

E

Engage to Improve Outcomes for Customers

For the Fund, how we act as shareholders and owners says a lot about how we expect our assets to perform and how we expect the companies in which we hold those assets to behave in their industries. As a leader across the LGPS, our role on national bodies ensures the voices of our customers are heard by those with responsibility for change, placing our members and employers at the centre of decisions which impact their futures. Our Customer Engagement Strategy encourages engagement and feedback from our customers which serves to inform our delivery enhancing overall outcomes.

CREATING SUSTAINABLE FUTURES

PEOPLE

SPACE
COLLABORATE

Our People in 2020:

174 FTE

179 graduate program applications

16 internal promotions

30 new colleagues

XX% undertaking qualification and training



Our People

Our people are our greatest asset and it is through their development and commitment to our customers that the Fund achieves success.

Having the right people with the right skills, knowledge and behaviour is fundamental to the work of the Fund and we have developed our People development strategy to ensure our organisation is able to respond to its customers' needs.

Ensuring people feel confident and effective in their roles is fundamental to the strategy as this leads to improved efficiency and productivity. Our strategy aims to promote an inclusive environment where all employees are able to contribute to the success of the Fund, as well as gaining satisfaction and reward in achieving their own personal development goals.

Through our "grow our own" we play an active role in providing opportunities to develop within the local community, the knowledge and skills which are relevant to the pension fund and financial service industry.

The success of our graduate program has been overwhelming with all cohorts going on to secure roles in their chosen career at the end of their program. This not only promotes the pension industry as a pathway to professional careers and therefore further raises awareness for retirement income planning, but also promotes our region as a place of opportunity bringing in talent from across the country and ensuring the region is a leader in growing employment opportunities across a range of sectors.

Creating sustainable futures for our People; developing employment opportunities in the West Midlands

CREATING SUSTAINABLE FUTURES

PEOPLE
SPACE
COLLABORATE



Inclusion and Opportunity

We are an equal opportunities employer offering inclusion in our success as we grow and succeed.

As a member of the Employers Network for Equality and Inclusion (ENEI) we aim to

- Ensure colleagues feel they are treated equally and fair regardless of age, disability, race, religion, gender and sexual orientation
- Develop our approach to being a more diverse and inclusive workforce which allows us to develop experiences and viewpoints to see issues in a different way and create solutions to business challenges

- Provide access to forums and training which support our understanding and awareness to be able to share ideas and initiatives between colleagues
- Support people to feel included, valued and accepted

As a Fund we are committed to ensuring change to drive increasing equality, diversity and inclusion (EDI) through evolving our working practices and recruitment strategy and ensuring those we work and invest with, drive to do the same. The Fund has established a dedicated programme of work to develop its internal and external support for EDI.

GENDER BALANCE OF THE FUND

Male	26%
Female	74%



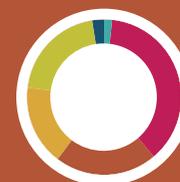
ETHNICITY

White	72%
Asian	16%
Not Stated	6%
Mixed	3%
Black	3%



AGE

20 and under	2%
21 - 30	32%
31 - 40	25%
41 - 50	15%
51 - 60	24%
61 and over	3%



LENGTH OF SERVICE

Less than 2 years	57
2 years - 5 years	52
5 years - 10 years	10
More than 10 years	25
More than 20 years	30



Figures based on those employed in full time permanent positions at the Fund as at March 2021

Creating sustainable futures for our People; developing employment opportunities in the West Midlands

CREATING SUSTAINABLE FUTURES

PEOPLE
SPACE
COLLABORATE



Artist's impression of our future office space, Wolverhampton's i9 building

Our Environment

The Fund believes the environment it creates and uses plays a vital role in supporting its people, customers and stakeholders and how these interact, both in the West Midlands and the wider pensions industry and Local Government arena. The Local Government Pension Scheme continues to grow and experience significant change, creating opportunities for Funds to benefit from collaboration. With a central UK location and close proximity to multiple and major transport networks, the Fund premises provide a hub for training and collaboration and is a place where the Fund can set out and live to the standards it sets for others in ensuring buildings and technology are aligned to ambitions for a sustainable future.

As a Responsible Investor, employer and community partner, the Fund sets a high standard for properties in which it resides, invests and develops, working to ensure an increasing proportion of the portfolio meets, as a minimum the BREEAM rating of very good and an EPC rating of B.

Over 2021 the Fund is developing its own future space ensuring it provides an environment able to support flexible working, effective collaboration and delivers strong credentials to support in action on Climate Change.

The Fund's Responsible Investment Framework, goes further with themes on Responsible Financial Management and attention to Human Rights, including initiatives to support greater social equality and a just transition in response to climate change.

As we continue to challenge the action and pace of change in response to climate risk in our investment portfolio, the Fund has a nominated Green Champion to drive the Fund's own initiatives, such as recycling and reducing single use plastics.

Our premises, use and location provide an important role in instilling the confidence in the Fund as a leader within the industry and a source of information to assist in decision making at one of the most important stages in our members' lives.

£2bn

Transitioned £2billion of equity holdings to sustainable & low carbon investment strategies

1/3

Reduced total equity carbon intensity by third relative to the benchmark

8%

Increased investment in clean technology by 8% in last year

20%

Reduced its weight of exposure to fossil fuel reserves by over 20% since 2019/20

Creating sustainable environments in which we work and invest

CREATING SUSTAINABLE FUTURES

PEOPLE
SPACE
COLLABORATE



Our Customers and Stakeholders

As a public service pension scheme, the West Midlands Pension Fund is focussed on delivering value to our customers and stakeholders, ensuring information and support is available at the right time to enable pension members to effectively plan for their retirement and to support our employers in performing their role as they participate in the statutory local government pension scheme.

Working to ensure we are able to adapt and respond to continue to deliver a high quality and valued service that is responsive to the environment in which we work. Our core mission is to ensure that our members receive their pension benefits when they fall due, but more than that, to ensure our members are able to plan their retirement with access to information, guidance and support about the benefits they can receive and the options available to them. For our employers we seek to work in partnership aligned to mutual service delivery, to ensure they are able to fulfil their responsibilities to the Fund, are aware of their evolving pension liabilities and provide a valued service for their members.

We recognise the value in engagement with our partner organisations, be it other LGPS Funds, service providers or industry bodies and the need to continue to be alert and proactive to change. We engage early to inform debate and work in

collaboration to achieve good outcomes for the Fund and wider LGPS.

Not more than five years ago, pensions were more often than not dismissed as something to think about at the end of working life, now the focus has shifted with renewed motivation to ensure pension funds work with individuals throughout their working life to provide an income in retirement which ensures a good standard of living.

Through the Be Pensions Smart campaign and developing member self-service toolkit, the Fund seeks to inform members of the Local Government Pension Scheme of their pension savings, options and to engage and support all in planning for retirement. Our objectives this year extend to focus more on raising awareness of risks to pension saving, supporting members on the potential pitfalls of fraud and scams.

We aim to tailor our information and engagement to life events. This proves the most effective way to engage and facilitate understanding and positive action.

We believe, societal influences also shape the level of interest individuals have with their pension provider and have seen an increase in interest from our members on how their pensions are invested and our programme of active stewardship.

Creating opportunity for our members to ensure a sustainable living in retirement income

FUTURE OUTLOOK

Horizon / Risk

Although some plans had to be put on hold during 2020, a number of key changes continued to shape the LGPS and the pensions industry with the enactment of regulatory change and the evolving demand for informed pension choices.

As we move into the next phase of change we continue to monitor these developments and prepare to respond effectively

It is now more important than ever to have the best possible understanding of the world around us and that we review, prioritise, scrutinise and adapt effectively. The Fund's risk management framework supports us in doing this with ongoing review and challenge through an effective assurance program.

We continue to ensure that

- Implications for risk are highlighted at the right levels within the fund
- We share best practices to establish a common understanding of risks across all levels with the fund
- Actions and controls are closely monitored to ensure mitigation of risks

It is through this approach that we have identified a number of key drivers that will shape our service delivery over the course of the next 1 – 5 years.



DRIVERS FOR CHANGE

Regulatory Change and Increased Oversight of Reporting

- **McCloud**
- **Good Governance**
- **Statutory Guidance**
- **Cyber Risk**

The pensions industry is constantly moving ensuring it is able to maintain appropriate standards of governance and information.

The Fund engages in potential change through its role on various national groups supporting the discussion on proposed change and responding to consultations on new regulation. The focus for the Fund is on ensuring it is able to report and support the change through flexing of its own approach and resource.

This year the Fund has adopted its independent Cyber Risk Strategy designed to ensure effective management of the evolving and continuously changing risk environment across the cyber world.

Identify – Protect – Respond

Supporting Members

- **Pension Dashboards**
- **Pension Scams**
- **Complexity in scheme rules**
- **Increased demand for self service**

Individuals are becoming much more engaged with their pensions through national campaigns and an evolving perspective of pension as being an income in retirement.

The Fund is supporting that engagement through input to the development of data standards to support the pension dashboards. Through our pledge to support and

protect members from pension scams we have committed to warn members of the potential dangers of transferring out and to ensure appropriate advice has been received.

Ensuring further development of our pensions portal and member functionality will aid in navigating pension options and increase access to information.

Funding and Cost Management

- **Employer flexibilities**
- **Post Covid austerity**

Building on new LGPS regulations in September 2020, the Fund is further enhancing its approach to integrated risk management, including individual employer funding developments. Whether driven by exit, change in covenant or membership, the Fund is taking a proactive approach to engaging with employers on changes between formal triennial valuations, to aid in financial planning.

Investment Management

- Stewardship
- Responsible Investment
- Pooling

The Fund's investment strategy continues to evolve in response to the ever-changing investment and economic outlook. Our drive for return to support in meeting the cost of pension benefits is supported by governance arrangements which ensure active stewardship, engagement on key environmental, social and corporate governance issues and implementation through cost-effective investment vehicles.

Action to assess, monitor and manage the financial risks associated with Climate change will continue to progress, together with further integration of responsible investment beliefs into the day-to-day management of Fund investments.

Resourcing and Skills

- Growing complexity in scheme rules
- Competition in the market

Our ability to support our customers depends on our people being equipped and trained to manage and deliver a service that is responsive to our customers' needs.

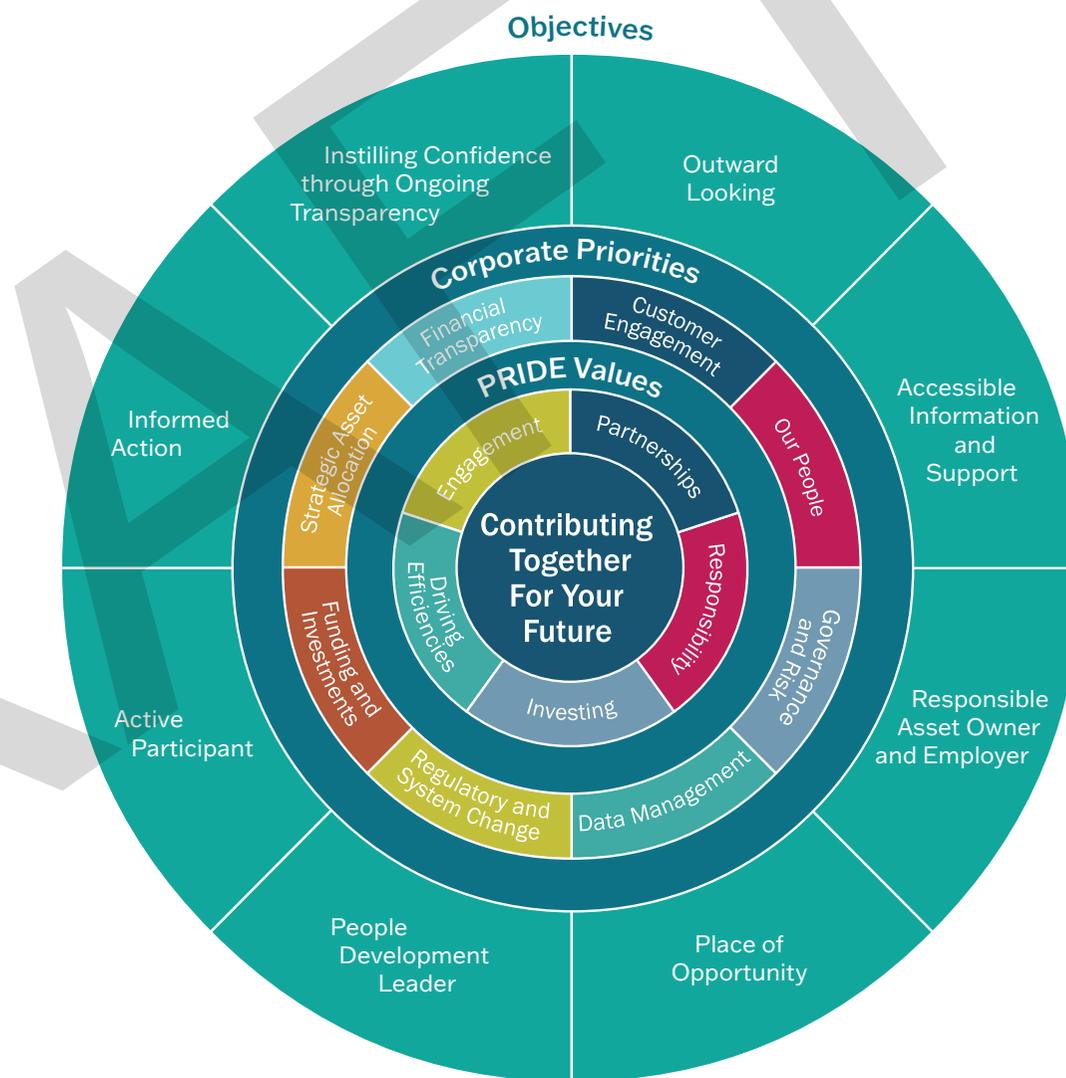
Change has been, and in the future, will continue to be, a consistent feature of the background against which the Fund delivers services for both its members and employers each year.

It is our goal to ensure that our people have the opportunity to develop with the changing environment in which we work, effecting flexible solutions to meet the changing demands of our customers and the way we deliver our business and services.



OUR GOALS AND AMBITIONS

Despite the events of 2020, the Fund has continued to grow. Our employee base continues to grow, both in numbers and skill, and we foresee growth areas in a number of our teams going forward both in terms of the **people** and the service offering. Our future **space** will support our ambition of becoming a regional hub for pensions knowledge, ensuring we continue to **collaborate** with our customers and stakeholders supporting their goals and ambitions as much as our own. These goals and ambitions have been identified as key in enabling the Fund to achieve its corporate priorities.



Outward Looking

Aware and evolving as the regulatory landscape and customer environment and expectations change

Through being aware of challenges and opportunities to collaborate on change we can recognise areas of alignment and potential conflict ensuring ongoing review of key strategy policy documents to ensure they respond to the changing environment in which we work. Over the next 1 – 5 years we will develop our policy on local investment working with partners to ensure opportunities align with our investment strategy and support the wider region.

Accessible Information and Support

Creating a space of opportunity for our members to feel educated, informed and enabled to take decisions about their retirement options

We will establish our future events programme, enabling both face to face and online interaction flexing our offering to the ask of our customers including the ongoing roll out of self service facilities building on the success of the initial launch of our employer hub in 2020.

We will continue to increase member awareness of retirement planning and scam risks through enhancing our information offering and ongoing review and development of long standing operational processes to drive and improve member data effecting efficiency in service delivery.

Responsible Asset Owner and Employer

Securing sustainable investment returns, influencing positive change locally and globally

Through our investment strategy we aim to meet the long term liabilities of the Fund through effective management and flexibility of assets, responsive to the changing markets in which we invest,

acknowledging our fiduciary duty through the application of our Responsible Investment framework and the continued engagement and campaign on behalf of our members ensuring our stewardship of assets supports effective change in company behaviour.

As a member of ENEI we will increase actions to support equality, diversity and inclusion (EDI) within the Fund and the organisations we work with as well as building on the initial work to Champion Climate change initiatives within our own organisation.

Engage our partners in the direction of the Fund and enhance our service delivery to effect long term flexibility in the services and support we offer

We will continue to build our in-house skills and expertise offering opportunity for customers to engage and inform their own understanding of pensions building knowledge to support understanding as well as offering a central region location to work with our peers and industry partners in shaping the LGPS. We will supporting our colleagues through the establishment of an agile employee working programme which works to support our future space as a hub for collaboration

Launching and developing careers and developing talent

Through our People Development Framework, we will enhance our offering as an employer through forward thinking with our resource needs enabling us to stay ahead, ensuring we can recruit, develop and retain the right people who can deliver excellence for our members and stakeholders. To enhance our Diverse workforce with a culture of learning and development, providing an opportunity for everyone to develop current skills in their role and enhance career aspirations through role specific development programs and a matrix approach to service delivery.

Place of Opportunity

People Development Champion

Active Participant

Take an active role to support our partners across the industry, recognising our role as a leader in the industry and the opportunities to shape the LGPS

Through our roles on national bodies and our recognition as a leader in the LGPS we will take a proactive approach to engagement responding to national concerns and consultations ensuring stakeholder perspectives are represented on matters most relevant to them.

Informed Action

Enhance data, information and risk management tools to support Fund decision making and policy development

Through developing business intelligence tools we will shape future direction of the Fund through informed foresight and proactive risk identification shaping services and policy in response and in preparation for future change which will support our foresight planning for both service delivery and resource needs identifying opportunities to create efficiency in our processes and enhance monitoring of our performance.

Instilling Confidence in our Service Delivery through Ongoing Transparency

Provide assurance and instil stakeholder confidence through transparency of reporting delivering accountability on our actions demonstrating value add

We will continue to seek external review of our delivery and performance through both elective and statutory assessment participating in industry wide benchmarking activities to establish progress against key service and value measures.

We will develop new ways of measuring the effectiveness of our governance in response to national oversight and regulation which will support good decision making and management of the Fund.



OUR COMMITMENT



Strong Governance

Providing assurance on the services we deliver with effective decision making.



Customer Focused

Enabling, educating and supporting our customers on complex issues flexing our services to our customer's evolving needs.



Global Influence

Shaping the industry in which we operate, leading by example on key issues, including regulatory change, investment cost management, and responsible investment.

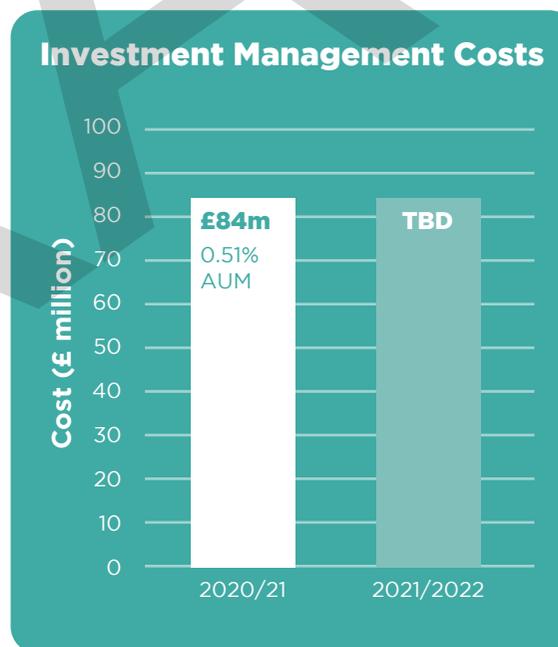
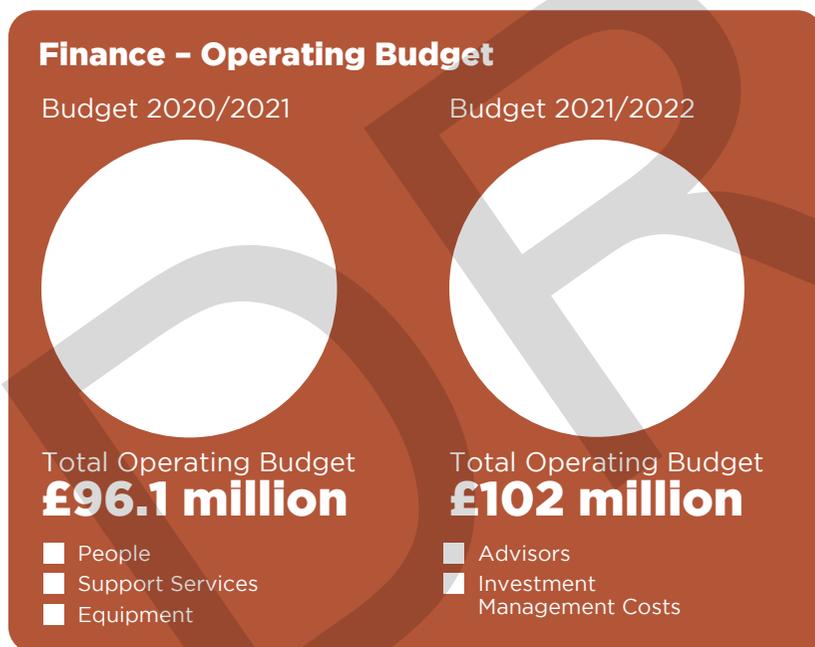


Delivering for local people

Enhancing our reach through developing our engagement model and supporting our communities through opportunity.

OUR RESOURCES

West Midlands Pension Fund



CORPORATE PERFORMANCE FRAMEWORK



MISSION



CORE OBJECTIVES



CORPORATE PRIORITIES



KEY PERFORMANCE INDICATORS

DRAFT



Councillor Milkinder Jaspal
Chair – Pensions Committee



Councillor Clare Simm
Vice Chair – Pensions Committee



Rachel Brothwood
Director of Pensions



Tom Davies
Assistant Director –
Investments Strategy



Darshan Singh
Head of Finance



Rachel Howe
Head of Governance and
Corporate Services



Simon Taylor
Assistant Director – Pensions



Amy Regler
Head of Operations



West Midlands Pension Fund

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