

## Annex

### ACCESS spokespeople

With the local elections complete, we are now moving to the next phase of the ACCESS communications programme involving selection of spokespeople, media training and ultimately proactive press office work.

#### What does an ACCESS spokesperson role involve?

Spokespeople for ACCESS are the public face of the pool. They should be knowledgeable, able to confidently answer questions relating to their subject areas [see below] and the pool's progress, and across most of the latest developments. They also need to be willing and able to speak to media.

A spokesperson does not necessarily have to be able to talk about all aspects of ACCESS: often, a good spokesperson is specialist, or passionate about a particular area and this is the theme they own in media. For example, we may have spokespeople to cover the below:

- ACCESS's overall strategy i.e. ACCESS as a whole, and topics around politics, governmental relations, parliamentary activity, inter-pool and any issues – see below, 'issues management'
- Responsible Investment i.e. the political and implementation aspects of the work with Minerva Analytics, ACCESS' ESG stance, broader ESG themes
- Investment i.e. overall investment strategy, sub fund structure, performance
- Governance i.e. fiduciary duty and the working structure of the organisation including ACCESS Support Unit, Joint Committee, authority autonomy and collaboration

ENGINE MHP would work with ACCESS to select spokespeople who feel comfortable and willing to own these themes. Themes could be grouped under the responsibility of one spokesperson, for example, governance and investment could be owned by one person – with the intention of having a core group of spokespeople.

#### Media training

Once ACCESS spokespeople have been selected, we will take forward the media training. This will be two three-hour sessions hosted by ENGINE MHP's Media Unit, and will cover general media awareness, interview techniques and practice exercises tied to the ACCESS narrative. The focus will be on the role that spokesperson has within ACCESS, ACCESS' own key messages and also cover their chosen themes. A guide agenda is included in the appendix of this document and can be adapted based on requirements.

#### Press office

Once media training is complete, we would make the daily press office support more proactive – not only waiting for natural news (like the Minerva Analytics appointment or sub-fund launch), but setting up media meetings with relevant journalists and looking to comment on the news agenda. This would be supported by a forward planner including targets, conferences/events and news hooks.

For every media meeting, ENGINE MHP would support with a media briefing note outlining the journalist's background, detail on the publication, possible questions and suggested talking points.

Spokespeople would also be on hand should we receive in-bound requests from media to comment on certain topics. This may be a request for a specific spokesperson, or a general request – in which case we would help decide who should take it on.

*Issues management:* in the rare instances where there is an issue already in the press that may reflect negatively on ACCESS, a journalist gets in touch to request comment on a potentially negative story, or there is an internal issue identified that we need to manage before it reaches media, ENGINE MHP would be on hand to support the 'corporate' spokesperson – with the response entirely dependent on the specific situation.

## APPENDIX: MEDIA TRAINING AGENDA

<b>1</b>	<b>Introductions</b> <ul style="list-style-type: none"> <li>A. Media trainer background and training approach</li> <li>B. Spokesperson experience and objectives</li> </ul>
<b>2</b>	<b>Your media opportunity</b> <ul style="list-style-type: none"> <li>A. Your role and remit as a spokesperson, the stories you want to tell and the media opportunities you may receive</li> <li>B. Risks for interviews including off-topic questions that you may be asked</li> <li>C. Rules of media engagement including on and off record, conduct and relationship building with journalists</li> </ul>
<b>3</b>	<b><i>Exercise: Elevator pitch</i></b> Deliver a prepared elevator pitch. Objective is to test ability to speak in a clear and concise manner
<b>4</b>	<b>Preparing for an interview</b> <ul style="list-style-type: none"> <li>A. Understanding the journalist, audience and interview scope in order to prepare your strategy</li> <li>B. Planning your key messages, proof and colour</li> <li>C. Principles for effective message delivery and honing your key messages into quotable soundbites</li> </ul>
<b>5</b>	<b>Interview techniques</b> <ul style="list-style-type: none"> <li>A. Getting off to a strong start, keeping an interview on track and controlling the narrative</li> <li>B. Bridging, sign posting</li> </ul>
<b>6</b>	<b>Handling difficult questions</b> <ul style="list-style-type: none"> <li>A. Techniques for responding when under pressure</li> <li>B. Side stepping and alternatives to 'no comment'</li> </ul>
<b>7</b>	<b><i>Exercise: Mock interview 1</i></b> Brief interview, low difficulty. You will be asked simple questions relating to your role and ACCESS. The objective is to test ability to deliver a key message within succinct and compelling answers
<b>8</b>	<b><i>Exercise: Mock interview 2</i></b> Brief interview, medium difficulty. You will be asked direct questions relating to your areas of specialism. Objective is to test quality of key messages and alignment to business objectives, compelling story telling and succinct delivery
<b>9</b>	<b><i>Exercise: Mock interview 3</i></b> Brief interview, high difficulty. You will be asked challenging questions on your area of specialism and ACCESS. Off-topic questions and combative techniques will be used. Objective is to test ability to control the interview, respond effectively and deliver key messages while under pressure
<b>10</b>	<b>Final feedback and questions</b>