Communications Strategy   **Project Sponsor:** Karen Satterford
                                Project team: County and District Communications Group

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1.   Recommendation

That the Board approve:

1.1   The protocols, as detailed in the appendices to the Communications Strategy, which set out initial guidelines for communications regarding:

- Members: Appendix a, page 10
- Project Teams: Appendix b, page 12
- The JIB and Leaders' Group: Appendix c, page 13
- Branding: Appendix d, page 14
- The media: Appendix e, page 15

1.2   A budget of £25,000 for 2007/08, Appendix 1, page B9 and B10

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2.   Background

2.1   The Joint Communications Strategy for Pathfinder for enhanced two tier working, attached as appendix A, has been developed by the Bucks County and District Communications Group and subsequently considered by CADEX.

2.2   The Strategy will evolve and change to reflect the development of the Pathfinder programme. Already it has moved on since consideration by CADEX several weeks ago.

2.3   The Strategy sets out:

- the basic principles of how we intend to secure effective two way communications
- the target audiences (which cover both internal and external audiences to the five councils)
- the overarching key messages about Pathfinder which we wish to convey and promote
- the joint communication channels we will use (over and above each council's existing
  arrangements)
- the resource implications
- a series of protocols which we will use to guide the Pathfinder communication work

2.4   Messages and target audiences in particular will change and become more targeted as specific projects in the programme progress. The protocols will also need to be reviewed and amended to take account of practical experience of their implementation.

3.0   Member involvement

3.1   Communication and involvement with Members is seen as critical to the success of Pathfinder and this is reflected throughout the Strategy and in the protocols. A number of special measures are planned or are already in hand - for example, a joint Members' seminar which is being arranged for October. All Members will receive copies of the electronic newsletter which has been especially created for Pathfinder as well as access to an extranet which is being developed to serve as a single, up to date source of information for all staff and Councillors.

Appendix 1

Pathfinder for enhanced two tier working
Draft communications Strategy

Executive summary

This communications Strategy is based on the information available to date. It will develop as the process of Pathfinder for enhanced two tier working evolves.

The Strategy is ambitious and dynamic and recognises that communication will be at the heart of the programme with the Programme Office playing a vital role in its delivery.

Its success will depend heavily on the new relationships which are emerging between Councils and other partners both at officer and Member level.

It covers both internal and external communications but reflects that in the first phases of Pathfinder for enhanced two tier working, the emphasis will be on internal and partner communications.

The Strategy also acknowledges that within each council, there are already existing communication processes and practices in place as well as different styles. The proposals do not seek to replace these but to enhance was already exists and bring together in a co-ordinated key communication about Pathfinder.

Section 14, page 8, sets out the critical success factors. Senior management and Member ownership is crucial to the success of the Strategy. Communicating the Strategy, its protocols and the action plan will be one of the first challenges we have to meet if we are going to achieve this. The Strategy is also integral to the success of the change management process and will require excellent co-ordination between the work of HR and Change Management personnel.

The Strategy and its protocols extends to all employees and Members who may be engaged in Pathfinder for enhanced two tier working. The protocols seek to deal with some of the operational communication issues that need to be addressed. They address, for example, the Governance arrangements for the Joint Improvement Board which will have a very significant impact on communications both internally and externally.

The Strategy sets out the communication principles by which we all aspire to: consistent, timely, accurate, open, honest and two way.

Finally, the Strategy reflects the Buckinghamshire Councils plan to be the best Pathfinder. Successfully implemented it too should deliver 'beacon status' for communications and enhance the reputation of all five Councils.

Pathfinder for enhanced two tier working – Draft Communications Strategy
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1.   The communications vision and objectives

1.2   To effectively communicate to our internal and external stakeholders the benefits of Pathfinder for enhanced two tier working, the changes this will bring to the way we work and how we deliver services to the people of Buckinghamshire.

2. Objectives

2.1   The key objectives of the Strategy are:

- Ensure that communications is central to the delivery of Pathfinder for enhanced two tier working and championed by the Leader's Group, Joint Improvement Board (JIB) and the County and District Chief Executives' Group (CADEX)

- Ensure communications relating to Pathfinder for enhanced two tier working are:
    - Consistent
    - Timely
    - Accurate
    - Open and honest
    - Two-way and
    - Delivered in the most appropriate medium for the message

- Effective communication is owned and delivered by the key internal stakeholders such as project team leaders and senior managers

- Ensure that employees, Members (and service users and partners) are informed, involved and have the opportunity to contribute to the process of change

- Communications are delivered through a clearly defined action plan which includes a realistic timetable, targets, measures and resources to deliver the desired outcomes

- Communication delivery recognises the sovereignty of each council and different styles, whilst conforming to the agreed principles and protocols of the Strategy

- Communications are delivered within the parameters of the pathfinder bid, should it be awarded by the DCLG

3.   SWOT analysis

3.1   A SWOT analysis to identify our starting position was completed. See Appendix f.

4. Key Messages

4.1 *Common to internal and external audiences.*

The messages below are the foundation messages of the plan and whilst they may be added to, they would not be expected to change radically in the foreseeable future.

Top line statement: ***Buckinghamshire Councils - Better services, Better value***
Supporting messages:

- The vision is for seamless, integrated service which reflects local needs and diversity ie Councils/we exist to deliver what is best for local people
- Pathfinder for enhanced two tier working combines the strengths of the district and county Councils whilst retaining local accountability and individual sovereignty
- Reducing Government grant and challenging efficiency targets require all Councils to find innovative ways to deliver services more efficiently
- Working together will help generate higher savings and enable the five Councils to determine how they do this ie we will have better control over our finances and how services are provided
- Pathfinder for enhanced two tier working achieves most of the efficiency savings of a single unitary council for Bucks but avoids expensive set up costs
- It builds on the success of existing partnership projects – eg The Buckingham Centre, Wycombe Library, joint tourism in the Chilterns, the Waste Partnership for Buckinghamshire and Crime and Disorder Reduction Partnerships
- This is a six year evolutionary plan and changes will be based on considered business/customer service plans for each proposal

4.2 *Messages specific to internal audiences (employees):*

- Pathfinder for enhanced two tier working needs to happen and is going to happen regardless of the Pathfinder bid outcome
- Change is going to affect every service over the six year period
- Services will be reviewed in phases but no service will stand still even if they are due to be reviewed in later phases
- Pathfinder for enhanced two tier working is led from the top – with both political and senior management buy-in
- Employees have a valuable contribution to make to the process
- There will be ground breaking and innovative work – in some cases an opportunity, but also a need to pilot and learn
- There is a commitment to communications and involvement of employees in the process
- Our reputation/customer satisfaction will be enhanced by delivering Pathfinder for enhanced two tier working and better value for money

4.3 *Messages specific to internal audiences (Members):*

- Recommendations from the JIB/Leaders' Group will be referred back to each council for decision
- A joint overview and scrutiny process will be developed
- Our reputation/customer satisfaction will be enhanced by delivering Pathfinder for enhanced two tier working and better value for money

4.4 As the first projects are identified under each work stream, separate more detailed communication plans will need to be developed.

Messages will then need to become more targeted and cover:

- What the process for review will be
- How employees/Members can contribute/be involved in the service review
- How employees/Members will be consulted on change
- How employees/Members will be kept informed
- What the arrangements will be for employees affected by changes to working arrangements eg redundancy; redeployment; applying for new jobs under new service delivery arrangements
- What support will be available to enable employees to embrace change, make the transition etc
- How the employees feedback following any change is going to be collected and used to help review and monitor the impact of the new arrangements on job roles etc

4.5 *Messages specific to external audiences:*

As with internal audiences, it is not possible to identify more specific messages until the first reports to JIB have been drafted. However, following this process, we will need to look at the customer/stakeholder base for each service and agree the external communication plan, which should include:

- The level of information that needs to be publicised about the review, how and when?
- If there is an opportunity for customers to be consulted on any proposed changes. If so, how and when?
- How agreed changes to service delivery, timescales, new processes etc are going to be communicated
- How customer feedback following implementation is going to be collected and used to help review and monitor the impact of change (against anticipated benefits)

5. **Target Audience**

5.1 *Internal audiences:*

- Employees (but especially front line employees, senior managers, employees directly connected to the first projects in the four work-streams, future employees) and where appropriate, relevant Trade Union representatives.
- Members (administration and back-benchers who may have different communication needs from Members who are part of each council's Executive, the JIB or the Leaders' Group)
- Contractors who deliver services on Councils' behalf

5.2 *External audiences:*

- Residents (customers of services being reviewed; residents of surrounding counties who may be able to take advantage of any service re-design)
- Businesses
- Public sector partners (eg TVP, PCT, Fire, ACTVAR)
- LSPs,
- Community and voluntary sector partners
- DCLG
- SEEDA and GOSE
- MPs and MEPs
- Media (local, national and trade)
- Suppliers of goods and services direct to the Councils
- Parishes/Town Councils
- Fellow Pathfinder Councils

6. **CADEX meetings and planning communications**

6.1 On each relevant agenda item CADEX will identify and agree the relevant key message for dissemination. The format for dissemination will also be agreed eg is the joint newsletter to be used or is each council going to have discretion to communicate the message how best they feel appropriate for their employees and Members. Karen Satterford as Communication Lead Chief Executive will approve any joint copy on behalf of CADEX.

6.2 Minutes of CADEX will be disseminated to all heads of service within each council to help ensure there is consistency in sharing this information across all five authorities. Where necessary reports will also be made available to give minutes context.

7. **Internal Communication Phases**

   Phase 1: April – September 2007

7.2 **Message:** *Pathfinder for enhanced two tier working needs to happen and is going to happen, but there are a number of possible models for service delivery. It some instances it may mean all five Councils working together but in others, the work may*

only involve two Councils working together ie there is no set formula.

7.3   Key communication channels during Phase 1 – joint internal newsletter: first issue target date to coincide with the Pathfinder announcement. Development of the extranet.

7.4   In addition each council will use their own existing communication channels to support any joint communication eg briefings, workshops/discussions/seminars.

7.5   The Action Plan for Phase 1 is attached. Subsequent action plans will be developed in line with the progress of each work stream.

Phase 2: September 2007 – April 2008

7.6   **Message:** *This is the first part of the transition process – time for involvement etc. Progress and successes so far achieved identified*

7.7   Key communication channels during Phase 2: as Phase 1.

Phase 3: April 2008 – ongoing to 2011

7.8   **Message:** ***This is what each outcome looks like and these are the benefits experienced by our customers***.

7.9   Key communications during Phase 3: as Phases 1 and 2 together with implementation of the communications plans developed for each of the work streams projects. These may include new or specific ideas.

8.   External communications Phases

Phase 1 April – September 2007

 8.1   Picking up on the key messages the following will be produced:
   • Partners newsletter or update report (including distribution to Parish and Town Councils – this may be undertaken using existing communication channels but at the very least will require joined up communication between the County Council and each District Council)
   • Media releases - Pathfinder announcement, first JIB meeting
   • Individual council web pages - providing background information on aims, objectives, background and progress
   • Common article for council residents' magazines – two articles: Pathfinder announcement and update on progress with projects which have a direct external customer interface eg Customer Services

9.   Protocols

 9.1   Rules and guidelines are required for the following specific elements of communication:

   • *Members - Appendix a*

- *Project teams – Appendix b*
- *CADEX and the Joint Improvement Board – Appendix c*
- *Branding – Appendix d*
- *The media – Appendix e*

10.   Action plan

10.1   Phase 1 is attached. Phases 2 and 3 will be developed as progress is made on the work streams.

11.   Evaluation and review

11.1 An electronic employee/Member survey is recommended in September to establish a base position and obtain feedback which will influence the development of the communications and change management strategies. The results should also be shared at the next senior manager's seminar planned for autumn 2007. The joint newsletter will also provide a regular opportunity for employees/Members to feedback views, concerns and suggestions for content.

11.2   We should also use feedback and experience from other Pathfinder authorities and DCLG on best practice.

12.   Key Milestones in Phase 1.

- End of May: key operational decisions confirmed by CADEX – brand, strapline, newsletter template and contents list agreed
- 1 June – draft Communications Strategy and budget submitted to CADEX
- 14 June: informal meeting of the JIB
- 22 June: Pathfinder announcement. First joint newsletter distributed early June. External and media relations programme begins.
- Late June: first scoping reports go to CADEX - key messages identified and 2nd newsletter prepared
- 26 July: JIB considers first scoping reports - Second joint newsletter distributed Mid July. Media releases issued if appropriate.
- 19 September: Leaders' Group meets to consider JIB recommendations
- September - October: Each Council meets to consider Leaders' Group recommendations. Further internal and external communications implemented

13.   Budget for Phase 1 and 2 (April 2007 - 31 March 2008)

	£
Design work for logo – approx	750
Senior Managers Seminar 27 April	1,500
Future events:	
Members	1,750
Officers	1,500
Other events to be arranged	5,000
Development of Extranet/electronic newsletter	10,000
	£20,500

NB

No allowance has been made for staffing the delivery of the Communications plan and given the extent of both corporate communications for each Council and the needs of each workstream associated with this project, there are concerns about the capacity of communication specialists to implement all aspects of this work within existing resources. This position will need to be reviewed as work progresses.

14. Critical success factors

14.1   The Communication plan needs to be developed *in parallel* with project plans not behind.

14.2   To achieve this requires:

1. Commitment from senior managers to implementing the Communication Strategy and plan

2. Co-ordination and consultation with the Programme Office

3. Excellent access to information that will inform the plan ie:

   - regular updates from each Chief Executive
   - regular updates and input from Karen Satterford
   - access to CADEX reports which may have communication implications
   - access to CADEX mins
   - the opportunity for communications to be directly represented at CADEX when there are strategic (or very detailed) communications issues to discuss.

4. Clearly defined roles, responsibilities and co-ordination between different groups that currently meet and where there may be synergy ie the Policy Officers', Change Management and Communications Groups. This will be achieved by:

   - sharing notes of meetings.
   - sharing reports which may affect one or more of these groups
   - consideration of cross representation on each group

5. Ideally all project teams set up should have assigned a communications officer but this may not be possible given the limited capacity available. In these instances the project team should designate a team Member as responsible for developing the communication plan. This will ensure:

   - coherence with the communications Strategy and action plan
   - relevant expertise and advice is available
   - adherence to the protocols

- messages from different projects can be coordinated via the Communications Group. (This feedback will help inform the strategic communications plan, ensure that common or conflicting messages between projects are identified and where possible taken advantage of or in the case of the latter, resolved. In addition, it will ensure that project communication experience is shared with any lessons learned.)

6. A clear policy on what is in the public domain, when and how. Also what is not in the public domain. Issues to address:

   - which reports to JIB will be in open or confidential session?
   - will the process for decision making by each Council following recommendations from the Leaders' meetings be the same in terms of committee process? This will significantly influence the *style* of the communications
   - will council meeting dates be co-ordinated? This will significantly influence the *timing* of the communications

7. Clarity on who are the media spokespersons (officer and Members) when the media commentary whether reactive or proactive is relevant to the position of all five Councils and the Pathfinder for enhanced two tier working relationship. (See Media protocol – Appendix e)

8. Speed - on occasions it will be necessary to clear copy very quickly which may mean it is not be feasible to consult every council and we will need to rely on Karen Satterford's delegated authority to enable communications to move at the necessary pace.

Pathfinder for enhanced two tier working – draft protocol for communicating with Members

Principles

Communication with Members at all levels is crucial to the success of Pathfinder for enhanced two tier working. The Leaders' Group will consider recommendations by the Joint Improvement Board; each council Cabinet (or full council in some cases) will be considering recommendations made by the Leaders' Group. Backbench Members will need to be able to communicate the new ways of working to their constituents as well as being able to feedback residents' concerns and experiences of the new ways of working.

To achieve all of this in a joined up approach it is vital that communication is consistent, accurate and timely. It is also vital that communication is two-way.

Protocol for communicating decisions

1. The Leaders' Group needs to decide who is going to front media interviews. (See Media protocol – Appendix e)
2. Papers need to be published once they are in the public domain and made accessible via the internet or extranet site.
3. Proactive communication needs to happen with all Members via a secure and easily accessible communication network.
4. Once decisions are delegated to individual Council level key, spokespeople need to be identified to answer questions at for example, council meetings.
5. Internal communication needs both Chief Executive and Member input so that information and decisions can be made clearly accountable and instantly available.
6. Each council will need to establish an internal communication network for both Members and Employees to ensure that decisions and messages are communicated quickly and accurately.
7. Good practice on Member communications is shared between Councils.

Feedback from Members

This protocol recognises the role that Members have in picking up feedback from the customers and residents of Bucks about the new ways of working that Pathfinder for enhanced two tier working will deliver particularly where they are directly affected by a change to a service eg the opening of a joint Customer Service Centre. There needs to be a mechanism set up for Members to channel this feedback back to the Leaders' Group and the JIB. This could take the form of a forum on the extranet site or some regular survey work with Members on behalf of the Leaders' Group.

Newsletter

Members need to be able to receive the joint newsletter. The simplest and quickest way for this to happen is for the organisation producing the newsletter to have access to all Members' contact details and distribute it directly. That way all Members will receive it at the same time. Other joint communication channels also need to be explored. For example, joint Member seminars particularly where subsequent changes to services are likely to result.

Appendix b

Pathfinder for enhanced two tier working – draft communications protocol for project teams

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Principles:

1. Every project should have a communications plan developed early in the process. The Programme Office will ensure that as a project is identified, communication representation is referred to the County and District Communications Group.

2. The assigned communications officer or team Member with responsibility for communications should report back to the County and District Communications Group to ensure that:
   - the strategic communications plan is informed
   - common or conflicting messages between projects can be identified and where possible taken advantage of or resolved.
   - project communication experience can be shared with any lessons learned

3. Part of the responsibility of the communications officer/representative will be to promote the protocols in place and provide feedback on how the protocols could be improved.

Operation

1. The status of all reports to the project team and minutes and recommendations of the project team should be discussed as part of the communications plan. It is vital to the overall success of communications that it is agreed each time, what can (and if so when and how) and what cannot be communicated to a wider audience.

2. Any media relations, whether proactive or reactive, considered by the project team or individual employee will be subject to the media protocol.

3. Communications should be a standing item on the project team meeting agenda.

4. Any communication related issues that arise between meetings, should first be discussed with the communications officer/representative before any action is taken.

Pathfinder for enhanced two tier working – draft communications protocol for JIB and the Leaders' Group

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Principles

The status ie open or closed of both the JIB and the Leaders' Group affects the availability and timing of information dissemination to Members across the five Councils. Whether the report to meetings is public or not, as with employees, there needs to be a mechanism for communicating the outcomes of JIB recommendations and Leaders' Group decisions. There also needs to be a mechanism for incorporating opposition views and opening the two meetings up to the scrutiny process. At the time that papers become public there also needs to be a news release and media management system in place to communicate the decisions to the media.

Operation

1. The Communications Group will receive copies of reports being submitted to CADEX and the JIB via the Programme Office so that a process and timetable can be agreed for internal and external communications.

2. Reports to CADEX will not generally be communicated to *all* staff and Members on the grounds that:

   - they are still subject to CADEX comment and JIB consideration
   - they may only affect a very small number of people (who may well have already been involved/consulted)

3. Key messages from reports in open to JIB will be communicated to employees, Members (and partners and the media where appropriate) on the day they are published for the meeting or as soon after as possible.

Appendix d

Pathfinder for enhanced two tier working – draft branding protocol

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Buckinghamshire Councils: Better Services, Better Value

The strapline should always be used in full with the five council logos in alphabetical order with Buckinghamshire Councils/strapline running underneath. However, if a project or work strand involves two to four of the Councils, then the appropriate logos with the strapline can be used.

The strapline will be used internally to represent partnership and Pathfinder for enhanced two tier working. It should be placed at the bottom of documents and PowerPoint slides. The strapline should never be recreated using a different font or colour, or the council logos in a different shape or with a different strapline.

At this stage an external brand for services, buildings and products isn't appropriate, although Leaders and CADEX may need to decide on an overarching brand for external use at a later date. Individual brands for new joined up services will not, however, be permitted.

Where possible, the joint newsletter should be used for general internal communication and all information to be contained in the newsletter should be forwarded to the communications group for inclusion.

Internally, it is acceptable to simply use the term Pathfinder. Externally the term Pathfinder for enhanced two working should be used.

Appendix e

Pathfinder for enhanced two tier working – draft protocol for media relations

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Principles

This protocol covers local, regional national and trade press.

To be successful it needs to be understood and observed by any employee or Member of the administration who are likely to provide or be asked to provide media commentary.

The protocol should be reviewed after three months or sooner if experience of its implementation requires it.

Agreement to the protocol:

The protocol needs to be both commented on and finally agreed by:

* CADEX
* The JIB
* The Leaders' Group

After it has been agreed, the protocol will require:

* Internal promotion
* Monitoring

Operation

Reactive media coverage, which affects all five Councils

* Calls received from the media with a Pathfinder for enhanced two tier working dimension
  are reported across the communications group immediately by phone. (If a partner operates a devolved media office, this will require a change to process whereby all media calls relating to Pathfinder for enhanced two tier working are
  referred to a central point)
* The first person receiving the call drafts a response from the five partners or agrees the most appropriate course of action with the District and County Members of CADEX nominated as spokesperson and responsible for signing off joint statements.
* A Member of the Leaders' Group is also nominated as the lead spokesperson for media calls concerning Pathfinder for enhanced two tier working and should agree the action if thought necessary.

Any breaches of the protocol will be referred to Karen Satterford, who will raise the breach with CADEX.

All media calls received by anyone in any of the five Councils must be dealt with in the first instance by the appropriate communications service.

Proactive media coverage

There is an opportunity to develop a proactive media relations programme which promotes the reputation of the five Councils.

The development of the programme will be dependent on critical milestones being identified for the first phase of the programme. These will inform the media relations programme. In addition conferences and trade press features may also act as prompts.

- Any employee planning to provide media commentary to the trade press must liaise with their Council's agreed communications contact first.
- External communication will be timely and employees and Members will normally be the first to know about a given issue to be covered in the media or communication in the public domain.
- Any proactive media will be approved by Karen Satterford in consultation with any other officers/Members as felt appropriate.

NB

The protocol relating to reactive media coverage is most likely to be relevant to the national and trade press. It will almost certainly need some flexibility when dealing with the local media relevant to each Council.

With respect to the local media, this protocol is based on and ideal set of working practices. It is recognised that local media will always seek to speak to local representatives regardless of this protocol. It is recommended that guidance should be sought form relevant individual communications team on how best to act within the sprit of the communications protocol.

Where are we now? Communications SWOT:

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Strengths
- Strong communications partnership
- Nationally recognised expertise and skills
- History of joint delivery (eg A-Z, Emergency Planning, media, marketing campaigns, e-communications)
- Communications knowledge of local services and community

Weaknesses
- Resourcing and capacity (particularly given that every work stream will require its own communications plan)
- Communications spend and responsibilities decentralised to varying degrees for all partners potentially making delivery of the plan more difficult to manage
- Uncertainty for individuals who may not be receptive to messages and calls for action
- Relationships between Councils new and developing which may add pressure/undermine the communication task
- Uncertainty about future of communications itself as a function

Opportunities
- Consistent messaging
- Innovative solutions and creative communications eg extranet
- To make people feel positive and involved
- Build reputation of all Councils

Threats
- Ownership (extends to Members)
- New relationships being formed
- Communications spend and responsibilities decentralised to varying degrees for all partners potentially making management and delivery of the plan more difficult)
- Media/political commentators over whom we may have no influence
- Resistance to change as a result of silo based communication
- Lack of engagement driven by insecurity/lack of interest
- Where each council is on the journey
- Pathfinder for enhanced two tier working is likely to dilute individual corporate communications work ie capacity to deliver work programme
- Proliferation of sub brands and impact on individual council brands/identity

Pathfinder for enhanced two tier working - internal and external communications action plan – phase 1: April - September

Date	Milestone	Audience(s)	Channel	Dependencies
22 June	Pathfinder announcement	• Employees • Members • Partners • Local community • Peers	• First Joint newsletter • Media • Councils' residents' magazines • Trade media	DCLG timetable for announcement. If delayed, communication swill still be carried out with the exception of media release to local and trade media.
Late June/early July	Update on progress and processes	• Members – particularly recently elected Members	• Members' seminar led by all five council Leaders	
26 July	First formal meeting of JIB	• Employees • Members • Partners	• Second Joint newsletter • Briefings to staff who may be directly affected by	

Date	Milestone	Audience(s)	Channel	Dependencies
		• Local community	any proposals • Information added to extranet • Media release	If reports are in public or confidential section of the meeting.
18 September	Leaders' meeting to consider JIB recommendations	• Employees • Members • Partners • Local community	• Third Joint newsletter • Extranet updated • Briefings to staff who may be directly affected by any proposals • Media release	If reports are in public or confidential section of the meeting.
September /October	Pathfinder Councils' share experiences	• Employees • Members • Key partners • Trade press	• Fourth newsletter • Media release	

Date	Milestone	Audience(s)	Channel	Dependencies
October/ November	Review of progress so far, lessons learnt from early process	• Senior managers	• Joint senior managers' event	