



Communications Plan (S60)

*Key messages managed by post.

→ Quality service

→ Keyboard Use

*Risks & contingency.

*Impact of comm

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1.Document Control

1.1 Version History

VERSION	DATE	CHANGE DETAILS
0.1		Initial Draft

Change Control

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1.2 References / Related / Dependent / Parent Documents

REFERENCE:	DOCUMENT REF.	TITLE	VERSION	DATE
PSO/S60/IND /STR/026	1	S60 Stakeholder Management Approach & Plan	1.0	30/12/03
PSO/S60/SP E/BUI/024	2	S60 Testing Plan	0.1	21/01/04
PSO/S60/BC M/STR/023	3	S60 Implementation Strategy	0.7	15/01/04
	4	Impact Programme Communications Plan		
PSO/S60/SM P/STR/016	5	Smart post Conceptual Design	0.3	11/12/03

Electronically Distributed Documents

Any problems, comments or improvement opportunities are to be sent to Change Controller above. If not received direct, may wish to ensure it is the latest version by checking with the Change Controller.

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2. Terms and Abbreviations

TERM	MEANING

3. Introduction

3.1 Purpose

The purpose of this communications plan is to map out the deliverables necessary to support the successful launch of the changes implemented by the S60 Release and its individual products.

This plan will enable the project boards to review and sign off the communication deliverables and for the plan to be integrated into the project plans. It is the responsibility of the project manager to ensure all deliverables on the plans are achieved.

4. Scope

4.1 In Scope

- Operational Communications/Publications
- Internal Communications
- External Communications

4.2 Out of Scope

- Communications concerning future releases or programme activities.
- Memoviews – these are for contingency and should not appear on a communications plan.
- Marketing activities.

5. Contents of the Release

- Automated Payments (AP) Enhancements
 - AP-ADC (Additional Data Capture)
 - POL DES (Post Office Ltd Data Exchange Server)
- DVLA online

- Postcode & Address Finder (PAF)
- Smart post link to PAF
- Impact Programme
 - Automated Remittances
 - Overnight Cash holdings
 - Financial System
- Change requests & fixes

NB For a detailed description of the individual projects refer to the S60 Implementation Strategy document reference [3].

6. Background

S60 will deliver additional functionality to the Automated Payments facility.

Automated payments will be enhanced with Additional Data Capture (ADC), Postal Address Finder (PAF) and an External Data Gateway (EDG). This has the potential to reduce paperwork, as well as provide clients with much more electronically captured data. This will improve accuracy of transactions and enable more cost effective data transfer. The first client to benefit from this enhancement will be DVLA. We will link online to DVLA for verification of the new e-style MOTs. This enhancement provides an opportunity to take on new clients and to develop current client offerings.

A separate, but linked three-phase project, called Impact aims to deliver a new financial accounting system by mid 2005. Phase one will take place at the same time as the AP-ADC and PAF improvements. It will include automation of the pick up of ONCH (Over Night Cash Holdings) in branches - helping Post Office Ltd to manage its cash more effectively, and the automation of the tracking system for Remittances - giving better control over the exact whereabouts of cash rem in the system and enabling a tighter accounting process.

7. Post Office Ltd Objective

To deliver changes to the way we do our business through the S60 and phase one Impact release that will dramatically simplify the job at the counter and in the back office in a way that will make our offer to clients more attractive, and allow our frontline people to focus more on selling.

8. Communication Objective

To ensure that all audiences affected receive timely and effective communication that demonstrates our strategic commitment to simplify the business and provide our frontline people with more time to sell, as well as assisting in delivering Post Office Ltd's objective above.

9. Audience –

Stakeholders (see S60 Stakeholder Management Approach & Plan, doc ref. [1])
General Managers
Heads of Area
Managers in the Retail Line
Post Office® Branches
Product Managers
NBSC
Admin Functions
Customers

10. Key Messages

Why – To simplify our processes, enhance our offer to clients, provide space for frontline people to sell, improve accuracy, increase speed of reconciliation and drive down costs.

What – The S60 release will enhance Automated Payments (AP) functionality with Additional Data Capture (ADC) – DVLA is first client to benefit. We will link online to DVLA for verification of the new style MOTs. We will introduce Postal Address Finder (PAF) as a standard feature offered for new AP-ADC transactions or as an enhancement to existing transactions. (PAF) capability will initially link to smart post for a limited number of transactions.

We will be also launching the new External Data Gateway (EDG) that will allow data files to be passed to clients without the reliance on a third party or the development of individual connections.

Impact aims to deliver a new financial accounting system by mid 2005. Phase one will include automation of the pick up of ONCH (Over Night Cash Holdings) in branches - helping Post Office Ltd to manage its cash more effectively, and the automation of the tracking system for Remittances - giving better control over the exact whereabouts of cash rem in the system and enabling a tighter accounting process.

When – Already being developed. Supplier testing starts end Jan 2004. Launch due late summer 2004.

Where – c.4,600 DVLA branches for DVLA Online and the rest of the estate for all other products. Soft launch in mid summer to c.?? MVL branches, c.?? branches to test Smartpost with PAF, c.?? branches to test ONCH and Auto Rem in one Cash Centre location tbc.

How – Operational Focus, Workaid and Operational Manual and training materials.

How – Frontline Focus, Commercial Focus, Business Focus, Courier, Press Release.

Who – S60 project team, Internal Comms, PR, AP Product manager/s, HOAs.

Values – . Simple and straightforward. Commercial and profitable. Expect more and get more. Customers matter most.

11. Timescales

Jan 2004 – Sept/Oct 2004

12. Budget

N/A

13. Release Communications Plan

Ref. / Product	Type	Audience	Objective	Key Messages	Channel	Timing	Responsible For Delivering	Status/Cost
S60/1 All	Stakeholder Comms	Chief Operating Officer	Raise awareness. Manage expectations. Enable impact planning.	Details of S60 release, impact on POL and the business strategy and vision.	F2F	Jan04 – fortnightly meeting	Ray Jackson/Mandy Brown via stakeholder meetings & Input Review Forum.	Ongoing
S60/2 Impact	Stakeholder Comms	COO/GMs	To gain commitment to the programme	- Detail on the S 60 / 70 / 80 - How the requirements will be developed - Input required from	F2F Presentation	Feb 04 – Mar 04	Ruth Holleran has been given the presentation that will go to the RL, and has agreed to use it to raise the profile of	

				end users to develop detail - View of what Impact many effect day to day working duties - What this may bring			IMPACT at the Ops top team meeting.	
S60/3 All	Stakeholder Comms	Stakeholders	Keep informed of progress. Manage expectations. Develop familiarity with S60.	S60 in build stage.	Share approach documents & plans. Highlight reports.	End Jan 04 Ongoing	Mandy Brown/Graham Bevan/Project Managers	
S60/4 AP-ADC & POL DES & PAF	General Comms	Product Managers GMs HOAs Head of Franchise & Multiples Head of Sales	Highlight benefits of enhanced system. Generate client interest.	AP-ADC system - faster, more accurate, less paper Timescales. EDG – advantages and flexibility.	Briefing notes. F2F demos, presentations, workshops. Exploitation guide.	Feb 04 - ongoing	Delivery by PDT – Tom Fitzgerald	
S60/5 All – links to Impact plan	General Comms	All business	Raise awareness. Manage expectations. Demonstrate progress against EC promises and Strategic plan.	Simplifying our business. Enhancing the AP functionality with Additional Data Capture. Will improve accuracy of transactions. Has potential to reduce frontline paperwork. Will help provide space for frontline people to spend time selling. An opportunity to take on new clients and to develop current client offerings. First client to benefit – DVLA. We will link online to DVLA for verification of the new style MOTs.	Business Focus special on EC promises.	Published Mar 04 Brief 1 Feb 04	Graham Bevan Abbi Rhodes Mark Kelly	

				External Data Gateway (EDG) will allow data files to be passed to clients more cost effectively than via the current third party or individual connections. Impact aims to deliver a new financial accounting system by mid 2005, in three phases. Phase one of Impact includes automation of ONCH and Rems. Automation of the pick up of ONCH (OverNight Cash Holdings) in branches - helping Post Office Ltd to manage its cash more effectively. Automation of the tracking system for Remittances - giving better control over the exact whereabouts of cash rem in the system and enabling a tighter accounting process.				
S60/7 All	General Comms	GMs HOAs Head of Franchise & Multiples Head of Sales	Raise awareness. Manage expectations. Enable impact planning.	Details of S60 release, impact on operations, including need to revise performance targets.	F2F Briefing paper for cascade	Apr 04	Graham Bevan, Transformational Change Managers, PDT – Tom Fitzgerald.	CD Presentations
S60/8 All	General Comms	RLMs	Raise awareness. Manage expectations. Enable impact planning.	Details of S60 release, impact on operations, including need to	F2F Briefing paper for cascade	May 04	Graham Bevan Heads of Area Mark Kelly	

				revise performance targets. Implementation phase starts.	Q&As			
S60/9 All	General Comms	Staff & Agents	Raise awareness. Manage expectations. Enable impact planning.	Details of S60 release, impact on operations, including need to revise performance targets. Implementation phase starts.	F2F / use on visits etc / WTL&L	Jun/Jul 04	RLMS	
S60/10 Impact	General Comms	HOA Directly Managed / Commercial / Rural / Multiples	To gain commitment to the programme	Detail on the S 60 / 70 / 80 How the requirements will be developed Input required from end users to develop detail View of what Impact many effect day to day working duties What this may bring	F2F Presentation	Feb 04 – Mar 04	TCMs & Ops Project Mgr	
S60/11 Impact	General Comms	RLM	To gain commitment to the programme	Detail on the S 60 / 70 / 80 How the requirements will be developed Input required from end users to develop detail View of what Impact many effect day to day working duties What this may bring	F2F Presentation	Feb 04 – Mar 04	HOA	
S60/12 Impact	General Comms	Staff & Agents	To gain commitment to the programme	As above but tailored to the audience	F2F / use on visits etc / WTL&L	Feb 04 – Mar 04	RLM	
Key Date(s)								
26/04/04 – POL Testing Begins								

S60/13 Impact	General Comms	HOAs	Up Date S60	Deliverables achieved What this will mean to the counter Benefits this will bring i.e. time saving?? Recognition - user input Slide pack for RLM' use	F2F Presentation	April 04/ May 04	TCMs & Ops Project Mgr	
S60/14 Impact	General Comms	RLM	Up Date S60	As above Slide pack tailored to agents / staff	F2F Presentation	April 04/ May 04	HOA	
S60/15 Impact	General Comms	Staff & Agents	Up Date S60	As above but tailored to the audience	F2F / use on visits etc / WTL&L	April 04/ May 04	RLM	
S60/16 Impact	General Comms	Retail Line	Up Date S60	Progress report on Deliverables Prep for Go Live	Commercial Focus	4-6 weeks Go Live		
S60/17 All	General Comms	Soft launch branches	Raise awareness. Manage expectations.	Selected for soft launch. Next steps.	F2F or Phone	May04/June 04	TCMs & Managers in Retail line	<i>OK</i>
Key Date(s) 26/04/04 – POL Testing Ends 10 – 11/07/04 – Data Centres Upgraded 26 – 30/07/04 – Live Counter Proving 02/08/04 – Soft Launch for: • DVLA Online/Ap-ADC • smart post link to PAF • Impact Projects 1&3 16/08/04 – DVLA Product Launch								
S60/18 All	General Comms	Stakeholders	Key Milestone achieved. Next steps	Fujitsu data centre upgrade (S50 to S60) – back end impact only. Live counter proving in Calthorpe will now	e-mail, F2F, Progress reports.	Jul 04	Graham Bevan	

				commence. Soft launch will follow shortly – details. c. ?? DVLA branches c. ?? Smartpost c. ?? ONCH & Auto Rem				
S60/19 DVLA	Operational Comms	Soft launch branches- DVLA	Manage expectations.	Next steps.	Phone	Aug 04	Manager in Retail line	
S60/20 DVLA	Operational Comms	Soft launch branches - DVLA.	Understand changes and how to do the revised processes.	Operational instructions. Change to DVLA process.	Ops Focus spl. (lead time 10 working days) Workaid (lead time 16 working days) time	Aug 04	Ops Comms	
S60/21 smart post/PAF	Operational Comms	Soft launch branches- Smart post	Manage expectations.	Next steps.	Phone	Aug 04	Manager in Retail line	
S60/22 smart post/PAF	Operational Comms	Soft launch branches – Smart post.	Understand changes and how to do the revised processes.	Operational instructions. <i>training</i> <u>Change to Smartpost process.</u>	Ops Focus spl. (lead time 10 working days) Workaid (lead time 16 working days)	Aug 04	Ops Comms	
S60/23 Impact projects 1&3	Operational Comms	Soft launch branches- ONCH/Auto Rem	Manage expectations.	Next steps.	Phone <u>RLM.</u>	Aug 04	Manager in Retail line	
S60/24 Impact projects 1&3	Operational Comms	Soft launch branches - ONCH/Auto Rem.	Understand changes and how to do the revised processes.	Operational instructions. Change to ONCH/Auto Rem process.	Ops Focus spl. (lead time 10 working days) Workaid (lead time 16 working days) time	Aug 04	Ops Comms	
S60/25	General Comms	All business Royal Mail	Report that soft launch has happened/is about	Testing complete. Report on lessons	Business Focus.	Jun 04 or Aug 04	Graham Bevan Mark Kelly	

All – links to Impact plan		Group	to start. Prepare branches to expect next stage. Demonstrate effectiveness of business IT systems.	learned and improvements. Outline soft launch details. Simplifying our business.	Courier.			
S60/26 All	General Comms	Media/External audiences <i>Simple post?</i>	Demonstrate effectiveness of Post Office® IT systems. Link to wider message that the Post Office® is modernising and becoming more commercially focused. Link to other motoring products. Advertise the enhanced AP- ADC capability to prospective clients.	DVLA is changing with new online MOT. Post Office® is ready to handle. AP-ADC system - faster, more accurate, cheaper, less paper	Press Releases to specialist and general media. Press launch/demo	Aug 04	Adam Morris	
S60/27 DVLA	General Comms & Operational Comms	Frontline people – all DVLA branches. Managers in Retail line	Understand changes and how to do the revised processes.	Change to DVLA process.	Ops Focus (lead time 10 working days) Workaid (lead time 16 working days) time. Ops Manual (lead time for print is c. 8weeks, but printed bi-annually. CD version and intranet are kept up to date.) Commercial Focus	Aug 04	Ops Comms	

Key Date(s)

17/09/04 – Product Launch for all products excluding DVLA								
S60/28 All excluding DVLA	General Comms & Operational Comms	Frontline people Managers in Retail line	Understand changes and how to do the revised processes.	Change to Smartpost process. Change to ONCH process. Change to Auto Rem process.	Ops Focus (lead time 10 working days) Workaid (lead time 16 working days) time. Ops Manual (lead time for print is c. 8weeks, but printed bi- annually. CD version and intranet are kept up to date.) Commercial Focus	Sept 04	Ops Comms	
S60/29 DVLA & smart post	General Comms	Customers	Understand changes to DVLA and smart post	DVLA online MOT and bar-scanned reminders. New V5 (log books). We will hand back V10s. Customer receipt is now a valid proof of postage.	Verbal Posters	Jul 04 onwards	Frontline people DVLA/Product mgr	
S60/30 All	Operational comms	All Branches	Contingency planning & problem management.	Feedback on common errors and reminder of correct procedures	Ops Focus	Sept 04	Ops Comms	For Continge ncy Only

Smart post contingency

13.1 Risks & Contingency

- Key release and project dates constantly changing, impacting the ability to effectively plan communications or resulting in reactive communications.
- Release content changing, impacting the ability to effectively plan communications or resulting in reactive communications.
- Tactical plans fail to gain project board sign off.
- Release authorisation not given.
- Functionality fails to function as expected or not at all.
- Expectations of key stakeholder/audiences mismanaged.
- Volume of competing communications resulting in messages being cancelled or diluted.
- Ineffective targeting.
- Poor message development

14. AP-ADC

AP-ADC is delivering enhanced functionality to new and existing AP products. As such operational communications will generally be delivered via the DVLA Online product, the first to the AP-ADC functionality.

Ref. / Product	Type	Audience	Objective	Key Messages	Channel	Timing	Responsible For Delivering	Status/Cost
S60/3	Stakeholder Comms	Stakeholders	Keep informed of progress. Manage expectations. Develop familiarity with S60.	S60 Progress and developments.	Share approach documents & plans. Highlight reports.	End Jan 04 – ongoing.	Mandy Brown/Graham Bevan/Paul Warbrick	Ongoing
S60/4 AP-ADC & POL DES & PAF	General Comms	Product Managers. GMs HOAs Head of Franchise & Multiples Head of Sales	Highlight benefits of enhanced system. Generate client interest.	AP-ADC system - faster, more accurate, less paper Timescales. EDG – advantages and flexibility. Selling the products.	Briefing notes. F2F demos, presentations, workshops. Exploitation guide.	Feb 04 - ongoing	Delivery by PDT – Tom Fitzgerald	

S60/30	Operational comms	All Branches	Contingency planning & problem management.	Feedback on common errors and reminder of correct procedures	Ops Focus	Sept 04	Ops Comms	For Contingency Only
S60/28	Operational Comms	All Branches	Ops Manual Update.	Change to A_-ADC Disaster Recovery process.	Ops Manual	Sept 04	Ops Comms	

14.1 Risks & Contingency

- System not performing as expected after soft launch/go-live.
- Delayed launch.
- Additional products coming online.

15. POL DES

Ref. / Product	Type	Audience	Objective	Key Messages	Channel	Timing	Responsible For Delivering	Status/Cost
S60/3	Stakeholder Comms	Stakeholders	Keep informed of progress. Manage expectations. Develop familiarity with S60.	S60 Progress and developments.	Share approach documents & plans. Highlight reports.	End Jan 04 – ongoing.	Mandy Brown/Graham Bevan/Paul Warbrick	Ongoing
S60/4 AP-ADC & POL DES & PAF	General Comms	Product Managers. GMs HOAs Head of Franchise & Multiples Head of Sales	Highlight benefits of enhanced system. Generate client interest.	AP-ADC system - faster, more accurate, less paper Timescales. EDG – advantages and flexibility. Selling the products.	Briefing notes. F2F demos, presentations, workshops. Exploitation guide.	Feb 04 - ongoing	Delivery by PDT – Tom Fitzgerald	
S60/30	Operational comms	All Branches	Contingency planning & problem management.	Feedback on common errors and reminder of correct procedures	Ops Focus	Sept 04	Ops Comms	For Contingency Only

15.1 Risks & Contingency

- System not performing as expected after soft launch/go-live.
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16. DVLA Online

Ref.	Type	Audience	Objective	Key Messages	Channel	Timing	Responsible For Delivering	Status/ Cost
S60/3	Stakeholder Comms	Stakeholders	Keep informed of progress. Manage expectations. Develop familiarity with S60.	S60 Progress and developments.	Share approach documents & plans. Highlight reports.	End Jan 04 – ongoing.	Mandy Brown/Graham Bevan/Ian Oakley	Ongoing
S60/17	General Comms	Soft launch branches	Raise awareness. Manage expectations.	Selected for soft launch. Next steps.	F2F or Phone	May04/June 04	TCMs & Managers in Retail line	
S60/20	Operational Comms	Soft Launch Branches	Training Delivery	Instructions on how to perform the new transaction.	Workaid and other training materials.	19/07/04	Ops Comms	
S60/19	Operational Comms	Soft launch branches- DVLA	Manage expectations.	Next steps.	Phone	Aug 04	TCM & Manager in Retail line	
S60/20	Operational Comms	Soft Launch Branches	Understand the changes and how to do the revised process.	Change to DVLA process.	Ops Focus Spl	Aug 04	Ops Comms	
	Key Date			Soft Launch		02/08/04		
S60/27	Operational Comms	Remaining Branches	Training Delivery	Instructions on how to perform the new transaction.	Workaid and other training materials.	02/08/04	Ops Comms	
S60/27	Operational	Soft Launch	Understand the changes	Change to DVLA	Ops Focus	Aug 04	Ops Comms	

	Comms	Branches	and how to do the revised process.	process.	Commercial Focus			
	Key Date			Product Launch		16/08/04		
S60/29	General Comms	Customers	Understand changes to DVLA and smart post	DVLA online MOT and bar-scanned reminders. New V5 (log books). We will hand back V10s.	Verbal Posters	Jul 04 onwards	Frontline people Product mgr	
S60/30	Operational comms	MVL Branches	Contingency planning & problem management.	Feedback on common errors and reminder of correct procedures	Ops Focus	Sept 04	Ops Comms	For Contingency Only
S60/27	Operational Comms	MVL Branches	Ops Manual Update.	Change to DVLA process.	Ops Manual	Sept 04	Ops Comms	

16.1 Risks & Contingency

- VOSA not there
- DVLA not there
- Dates move back
- AP-ADC elements not there.
- Software does perform as expected.
- Release authorisation not given.

17. PAF

Ref. / Product	Type	Audience	Objective	Key Messages	Channel	Timing	Responsible For Delivering	Status/Cost
S60/3	Stakeholder Comms	Stakeholders	Keep informed of progress. Manage expectations. Develop familiarity with S60.	S60 Progress and developments.	Share approach documents & plans. Highlight reports.	End Jan 04 – ongoing.	Mandy Brown/Graham Bevan/Win D'Cruz	Ongoing
S60/4	General	Product	Highlight benefits of	AP-ADC system -	Briefing notes.	Feb 04 -	Delivery by PDT –	

AP-ADC & POL DES & PAF	Comms	Managers. GMs HOAs Head of Franchise & Multiples Head of Sales	enhanced system. Generate client interest.	faster, more accurate, less paper Timescales. EDG – advantages and flexibility. Selling the products.	F2F demos, presentations, workshops. Exploitation guide.	ongoing	Tom Fitzgerald	
S60/30	Operational comms	All Branches	Contingency planning & problem management.	Feedback on common errors and reminder of correct procedures	Ops Focus	Sept 04	Ops Comms	For Continge ncy Only
S60/28	Operational Comms	All Branches	Ops Manual Update.	Change to AP-ADC Disaster Recovery process.	Ops Manual	Sept 04	Ops Comms	

17.1 Risks & Contingency

EWS

18. smart post link to PAF

Ref.	Type	Audience	Objective	Key Messages	Channel	Timing	Responsible For Delivering	Status/ Cost
S60/3	Stakeholder Comms	Stakeholders	Keep informed of progress. Manage expectations. Develop familiarity with S60.	S60 Progress and developments.	Share approach documents & plans. Highlight reports.	End Jan 04 – ongoing.	Mandy Brown/Graham Bevan/Karen Rogers	Ongoing
S60/17	General Comms	Soft launch branches	Raise awareness. Manage expectations.	Selected for soft launch. Next steps.	F2F or Phone	May04/June 04	TCMs & Managers in Retail line	
S60/20	Operational Comms	Soft Launch Branches	Training Delivery	Instructions on how to perform the new transaction.	Workaid and other training materials.	19/07/04	Ops Comms	
S60/19	Operational Comms	Soft launch branches	Manage expectations.	Next steps.	Phone	Aug 04	TCM & Manager in Retail line	

S60/20	Operational Comms	Soft Launch Branches	Understand the changes and how to do the revised process.	Change to DVLA process.	Ops Focus Spl	Aug 04	Ops Comms	
	Key Date			Soft Launch		02/08/04		
S60/27	Operational Comms	Remaining Branches	Training Delivery	Instructions on how to perform the new transaction.	Workaid and other training materials.	02/08/04	Ops Comms	
S60/27	Operational Comms	Soft Launch Branches	Understand the changes and how to do the revised process.	Change to smart post process.	Ops Focus Commercial Focus	Aug 04	Ops Comms	
	Key Date			Product Launch		16/08/04		
S60/29	General Comms	Customers	Understand changes to smart post.	Validated address lookup. Customer receipt is now proof of purchase for Standard Parcels transactions.	Verbal Posters	Jul 04 onwards	Frontline people Product mgr	
S60/30	Operational comms	All Branches	Contingency planning & problem management.	Feedback on common errors and reminder of correct procedures	Ops Focus	Sept 04	Ops Comms	For Contingency Only
S60/27	Operational Comms	All Branches	Ops Manual Update.	Change to smart post process.	Ops Manual	Sept 04	Ops Comms	

18.1 Risks & Contingency

19. Impact Programme

19.1 Risks & Contingency

20. Change Requests and Fixes

20.1 Risks & Contingency

21. Development, Delivery, Clearance and Sign-Off Authority

Detail here the development, delivery, clearance and sign off authority for communications

