

COMMUNICATIONS AND ENGAGEMENT STRATEGY STRATEGY

(Refresh draft 6 March 2019)

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Introduction

This sets out the CCG's three year Communications and Engagement Strategy for 2019/2022, describes the principles and standards on which we will base all communication and summarises the channels available to us to deliver those communications.

Background

Formed in April 2013, West Hampshire Clinical Commissioning Group is one of the largest CCGs in England. We are responsible for improving the health of our community by planning and buying local health services for a population of nearly 546,000 people across west Hampshire.

The NHS Long Term Plan, the changing environment of NHS commissioning and the move towards local delivery systems with more emphasis on prevention and self-care has highlighted the need for West Hampshire CCG to create a Communications and Engagement Strategy which best supports the strategic direction of the organisation.

West Hampshire Clinical Commissioning Group (WHCCG) recognises the importance of good communications, strong stakeholder relations and active patient and public participation, engagement and involvement in achieving the mission and vision of the organisation and embedding its values. We also recognise our statutory responsibility to involve the public and service users in changes that affect the way in which a service is delivered as well as the way in which people access the service.

This Strategy has been developed to complement the Human Resources, Inclusion and Organisational Development Strategy. Whilst that strategy focuses on internal activities and this on both internal and external activities, there are many areas of synergy.

The Strategy also takes into account the internal audit into the communications and engagement function conducted by TIAA and reported to the CCG's audit committee in October 2018.

The Strategy was developed by undertaking a thorough review of the external and internal environments in which our organisation operates, and aligns our communications and engagement approaches with our vision, values and strategy. It defines both the local priorities for the CCG but also looks at the key regional and national drivers which set the context within which communications and engagement activities sit, including the strategic intentions of key partners and the Sustainable Transformation Partnership (STP). The Strategy recognises that in the context of the long term plan, communications and engagement needs to support initiatives at system and STP level, but also help to support the development of primary care networks and place based care.

Key Drivers

A number of external national and local drivers exist. The key drivers include:

- **The NHS Long Term Plan** – published in January 2019, this document is the blueprint to make the NHS fit for the future using the latest technology, coupled with early detection and a renewed focus on prevention. Many of the proposals it sets out will need a shift in public and patient understanding and behaviour, requiring focused communications and engagement support.
- **Five year forward view** – published in 2014, this document focuses on how the NHS needs to change to close gaps in health of the population, quality of care and funding of services.
- **Hampshire and Isle of Wight Sustainability and Transformation Partnership (STP)** – working with health and care organisations across Hampshire and the Isle of Wight to agree on how best to meet the many opportunities and challenges facing the local health and care system. This has focused on both the need to empower people to stay well and also on how we can provide safe, high quality, consistent and affordable health and care to everyone.
- **Hampshire Joint Health and Wellbeing Strategy 2013-18** – ways of working with partners and the joint priorities that will influence how resources will be allocated, what services will be developed in the future. The four strategic goals are starting well, living well, ageing well and healthier communities.
- **Development of integrated care systems** – joining primary and secondary healthcare services with social care and wider community services.
- **Accountable Care System** – achieving joint financial balance with providers and partners, working as a system to move resources to the highest priority areas.
- **National Framework for NHS Continuing Healthcare and NHS Funded Nursing Care** – sets out the framework for a legally prescribed decision making process to determine whether an individual has a 'primary health need'.
- **CCG Improvement and Assessment Framework** – an annual assessment designed to identify a CCG's fitness to operate successfully as part of a place-based partnership.
- **Time to Change** - a mental health campaign with the objective of reducing mental health related stigma and discrimination.
- **Developing People, Improving Care** – a document that describes the four critical capabilities required to enable individuals, teams and organisations to deliver continuous improvement in the NHS; systems leadership skills; improvement skills; compassionate, inclusive leadership skills; talent management.
- **Public Sector Equality Duty** - public sector organisations have a duty to consider or think about how their policies or decisions affect people who are protected under the Equality Act.
- **Legal duty to involve** - The Health and Social Care Act 2012 made it a legal duty for CCGs to promote the involvement of patients and carers in decisions which relate to their care or treatment. Section 242 of the NHS Act 2006 (as amended by the Health and Social Care Act 2012) places a statutory duty on commissioners and providers of NHS services to engage and involve the public and service users in changes that affect the way in which a service is delivered as well as the way in which people access the service.

Mission, vision, values and strategic objectives

Our Mission

Quality Services; Better Health

Our Vision

To be consistently recognised for commissioning and enabling the delivery of high quality patient centred healthcare, which is innovative, equitable, efficient, effective and, where possible, prevention based, contributing to the healthiest population in England

Our Values

Our values will be threaded through our internal and external communications and engagement programmes and we will use our communications' activities to promote them to staff.

Our values - we have set ourselves the following values so that in everything we do we aim to be:



Compassionate

sympathetic
responsive
empathetic
caring



Honest

open
transparent



Ambitious

innovative
courageous
realistic
resourceful
proactive



Fair

trusting
understanding
encouraging



Inclusive

respectful
collaborative

Strategic Objectives

Our overarching strategic aims, which drive the work of the CCG Board and its Committees, are to:

- Ensure safe and sustainable **high quality services** – to provide the best possible care for patients.
- Ensure system **financial sustainability** – to ensure compliance with business rules.
- **Work in partnership** to commission health and social care collaboratively – to commission services at the appropriate tier to achieve the best possible outcomes for patients.
- Establish **local delivery systems** to deliver patient centred care closer to home which is integrated, prevention based, equitable and high quality.
- **Develop the CCG workforce** – to meet the future commissioning needs of the population.

Communications and engagement objectives

Our overarching objective is to help implement the vision, values, strategy and operational plan of the CCG through inclusive patient and public engagement, positive stakeholder relationships, active staff engagement and strong external communications.

Our specific priorities are to

- promote the reputation of the CCG and its innovations and activities across our health and care network and with stakeholders and the public
- increase GP engagement and work with our primary care networks to develop their communications and engagement
- review our organisational approach to patient and public engagement to ensure that the patient voice is heard in everything we plan and do
- enrich working lives for staff, ensuring they have a strong sense of health and wellbeing at work, are able to adapt and work differently and are engaged in the how the organisation develops.
- promote an environment of openness, honesty and innovation to enable the staff and organisation to thrive through identifying best practice, learning from mistakes, finding new ways of doing things and always 'thinking digital'.
- help embed our values and our culture.

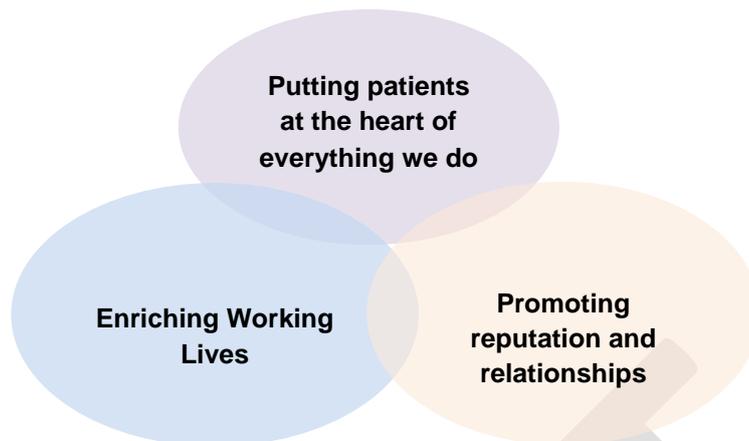
We recognise, however that whilst we have current priorities, duties and responsibilities, the health and social care system across Hampshire is in a period of change. As well as ensuring delivery of this strategy we will be strengthening our communications and engagement relationships with our partner health and care organisations and maintaining an approach which is open and flexible to what the future might bring.

Underlying Principles

In addition to our values, in line with our strategic objectives, it is vital that we use the following underlying principles in developing all our organisational development programmes:

- Cost efficiency – ensuring best value is obtained for all commissioned programmes.
- Working in partnership across our health and social care system – finding opportunities to work together, commission joint programmes, and learn together to ensure alignment and best use of resources.
- Insight-driven and flexible – seeking to understand the communications and engagement preferences of our stakeholders and the communities we work with to communicate effectively.
- Inclusive – holding the principles of equality and inclusion at the heart of everything we do and all that we stand for
- Flexibility – ensuring we are able to adapt to the changing environment, flexing our programmes to suit need as it arises.

Strategy – three key themes



In examining both the national agenda and the local drivers for developing the CCG's reputation and delivering on the strategic aims, the Communications and Engagement Strategy will focus on three key themes:

- THEME 1 - Putting patients at the heart of everything we do
- THEME 2 - Enriching working lives for staff
- THEME 3 - Promoting reputation and relationships

Each of these themes is supported by key areas for delivery, and defines how the CCG will measure success in each area. In each we are mindful of our statutory responsibilities to our staff and to patients and the public. All of these themes are interrelated to maximise delivery.

THEME 1 - Putting patients at the heart of everything we do



Aim

The aim is for WHCCG to be seen as an exemplar in the field of engagement and co-production with patients, ensuring that the patient voice is heard and acted upon

Key areas for delivery:

- Reviewing current activities across the organisation, assessing against best practice (including exploring digital engagement) and developing new forms of engagement.
- Further developing staff knowledge and awareness of engagement and co-production best practice.
- Embedding engagement activities into reporting and governance structures.
- Ensuring equality, diversity and inclusion.
- 'You said, we did' feeding back the conversation and our response.

THEME 2 - Enriching working lives for staff**Aim**

To make the CCG a good place to work as there is significant evidence from research that the way staff feel about their work has a direct influence on patient and public experiences of health services. We also need to improve the health and well-being of the existing workforce and prepare them to meet future service needs. Strong internal communications will support staff engagement:

Key areas for delivery:

- Proactive internal communications
- Staff recognition scheme
- A refreshed newsletter and intranet site
- Staff campaigns: Wellbeing Charter/Time to Change campaign/ Embedding values campaign
- Staff engagement and involvement events
- Promotion of reward and recognition scheme

THEME 3 - Promoting reputation and relationships**Aim**

Ensure the organisation is promoting its agenda and its achievements and strengthening relationships with key stakeholders including GPs.

Key areas for delivery:

- Branding
- Strengthened GP relations and GP newsletter development
- Development of communications and engagement guidance for primary care networks
- Communications and engagement support for localities
- Relationships with health and care partnerships across Hampshire
- Stakeholder relations and the stakeholder newsletter
- Website
- Social media
- Media relations

- Annual Report and AGM

Each of these themes are supported by key areas for delivery, further detail is contained in Appendix 1. All of these themes are interrelated to maximise delivery.

Delivering the Strategy

Our Communications and Engagement Strategy identifies key priorities under each of the three themes. Our priorities are described below.

THEME 1. Putting patients at the heart of everything we do

Listening to patients

WHCCG aims to commission the highest quality healthcare services which located in the right places and at the right time for our local population. Seeing and understanding the impact of our work on the patients, service users, families and carers using storytelling will better connect our staff to the central purpose of our work, and help embed our core values throughout the organisation. It will also ensure that our planning and management of services for local people are influenced by what the users of our services are telling us. Where appropriate we will use co-production, bringing patients, managers and clinicians together to shape services. Patient representatives and peer specialists will be supported to bring their stories into our organisation, through key committees, induction, training and our internal communications programme.

We recognise that local people get involved in many different ways so we will ensure that we use a varied selection of channels to provide equal opportunity. We aim to involve people who use health and care services, carers and communities in equal partnership at the earliest stages of service design, development and evaluation.

We recognise that people with 'lived experience' of a particular condition are often best placed to advise on the support and services that will make a positive difference to their lives. This is co-production which, done well, helps to ground discussions in reality, and to maintain a person-centred perspective.

Co-production is part of a range of approaches that includes citizen involvement, participation, engagement and consultation. It is a cornerstone of self-care, of person-centred care and of health-coaching approaches and development.

We support NHS England's 10 principles of participation, which are:

1. Reach out to people rather than expecting them to come to you and ask them how they want to be involved, avoiding assumptions.
2. Promote equality and diversity, and encourage and respect different beliefs and opinions.
3. Proactively seek participation from people who experience health inequalities and poor health outcomes.
4. Value people's lived experience and use all the strengths and talents that people bring to the table, working towards shared goals and aiming for constructive and productive conversations.

5. Provide clear and easy to understand information and seek to facilitate involvement by all, recognising that everyone has different needs. This includes working with advocacy services and other partners where necessary.
6. Take time to plan and budget for participation and start involving people as early as possible.
7. Be open, honest and transparent in the way you work; tell people about the evidence base for decisions, and be clear about resource limitations and other relevant constraints. Where information has to be kept confidential, explain why.
8. Invest in partnerships, have an on-going dialogue and avoid tokenism, provide information, support, training and the right kind of leadership so that everyone can work, learn and improve together.
9. Review experience (positive and negative) and learn from it to continuously improve how people are involved.
10. Recognise, record and celebrate people's contributions and give feedback on the results of involvement; show people how they are valued.

We will review the CCG's engagement toolkit to create a combined communications and engagement toolkit that will support service redesign colleagues and ensure meaningful engagement is embedded in projects.

We will continue to support and develop our current engagement activities and will seek to grow them where we can. This includes working with the Lay Member, Quality and Patient Involvement and the Involvement Steering Group. We will further develop our partnerships with voluntary and community organisations to increase our reach. Our engagement activities will be reviewed, co-ordinated and reported on.

Developing our approach to equality, diversity and inclusion

When delivering the Communication and Engagement Strategy care will be taken to ensure that equality and inclusion is promoted in line with legislation.

To ensure staff feel included, no matter what their background, and are able to speak up when needed, it is important to refresh our approach for staff. Similarly we need to ensure that our approach to patient engagement is inclusive and that we hear from patients from the many communities across our geography.

We will work jointly with the Equality and Diversity Manager to help teams embed the requirements of the Public Sector Equality Duty and lead targeted engagement work with protected characteristic groups. To support this, our communications and engagement work will be in line with the Accessible Information Standard. We will also use the framework of the NHS Equality Delivery System (EDS2) to review and improve our approach over time.

THEME 2 – Enriching working lives for staff

Staff Engagement and Involvement

Research shows that higher staff engagement in NHS organisations equates to lower patient mortality (West, 2015). Staff who feel involved in decision making, have appropriate responsibility and authority and feel like they have a say in how things are done, are more likely to go the extra mile to do the best job they can. To improve our staff engagement, we will thoroughly examine our staff survey results and develop a detailed internal communications and staff engagement plan, in conjunction with the HR and OD lead, exploring new and dynamic ways of creating conversations – for example an active online staff forum, regular podcasts / vlogs / blogs.

Health and Wellbeing

The staff forum has completed a great deal of work to establish a staff health and wellbeing plan and have already undertaken a number of new initiatives. This is a real strength on which we can build to further develop the health and wellbeing offer with a wider group of staff, creating a more robust framework on which to increase and prioritise our offer to staff. We will undertake three internal communications' campaigns each year to promote the health and wellbeing agenda

Intranet and staff newsletter

We will convene a focus group of staff supported by an all staff survey to critique our internal newsletter and intranet site. We will develop and re-launch both our newsletter and our intranet site with user input, so that they are more dynamic and two way.

Embedding our values

We will support the work of the OD team to embed values across our organisation and will use our internal communications' channels to support this. We will run an internal communications campaign to promote our values through mechanisms such as office based posters, staff recognition schemes, the all staff events, the internal newsletter and the intranet site.

Establishing a clear common purpose

To ensure all staff are working for the same things and pulling in the same direction, it is important that we have a clear sense of purpose that everyone understands and can link their work to. We will produce a 'plan on a page' of our operating plan for use in internal bulletins, presentations and on our intranet site and will use internal communications' channels to communicate our direction of travel for the year.

THEME 3 Promoting reputation and relationships

Developing our brand

Branding is not just the logo and visual identity, but the way in which an organisation presents itself and communicates with staff and stakeholders. In terms of visual identity, there is much scope within the NHS branding to develop a look and feel for the CCG to help it be distinctive in the health and care system. We need to look imaginatively at our website and our corporate materials to ensure they communicate our values. We will enhance our brand by finding opportunities to tell our story internal and externally – our ambitions and achievements and our direction of travel.

Strengthening our relationships and our partnerships

At every opportunity we will explore what we might do better in partnership with others, recognising that there is likely to be organisational change within the next three years. This includes working with other CCGs, the Hampshire Partnership, the STP and our providers.

As an organisation working within and across complex health and care systems, we have many stakeholders. Reflecting the fact that we are operating in a fast moving and dynamic environment, we will carry out a refreshed stakeholder mapping exercise with senior leaders within the CCG and use external stakeholder communication channels and explore whether there is more we can do to grow these. This will include developing our external newsletter on the base of potential reader feedback and linking more closely with communications and engagement colleagues in other NHS organisations and the local authority, to strengthen relationships and promote the role of the CCG across the networks. We will work collaboratively with partners to support delivery of the Hampshire and Isle of Wight STP Communications and Engagement Strategy. We will work with health and social care commissioners, Hampshire County Council and local district and boroughs to promote health and well-being and local services and deliver shared campaigns for maximum impact. We will also see where we can collaborate more closely with the Hampshire Partnership, to run joint campaigns or engagement programmes.

GP and primary engagement

We will work particularly to increase our engagement with GPs and primary care colleagues. We will invest some time in understanding their communications' needs and preferences and listening to what matters to them. We will work closely with the developing primary care networks, developing communications' and engagement tool kits for them and helping them to learn from each other. We also recognise that primary care is more than the GP community and will engage with other professional groups such as practice managers.

Working with local leaders

We will work closely with local leaders, not just in the health and care sectors but also in other public sector bodies, the voluntary sector and in communities. By working together we can make the biggest impact on the health and wellbeing of our population.

Social media

We will be active in the social media space, building our presence and our success rates. We will do this in the knowledge that different ages and demographics use social media in different ways and respond to different types of messaging, so that a 'one size fits all' approach will not reach all of our intended audiences. We need to build our understanding of our audiences and tailor our social media messages accordingly. We will then develop and deliver a social media plan with targeted messaging. We will support our senior leaders to establish a social media presence as 'thought leaders'.

Media relations

We will work to foster closer relationships with our local media to ensure that our aims and ambitions are understood and our successes are promoted. We will find good news stories on a regular basis. We will ensure that our senior leaders and relevant staff have media training and are confident about representing the organisation in the media.

Measuring impact

It is important to measure the impact of our communications and engagement initiatives, a key measure being the annual 360 survey. A number of additional measures are available or easy to develop which will help us to see that what we are doing is having the desired outcomes. Caution should be taken with measuring just quantity – for example, issuing press releases just for the sake of it. Success should be measured by whether communications and engagement activities result in the required outcomes.

Theme One – Putting patients at the heart of everything we do

- Level of engagement in procurement and service redesign projects
- Re-launched toolkit
- Level and variety of attendance at engagement events
- Responses to surveys – overall numbers, numbers from targeted groups
- Social media responses
- Engagement report to Governing Body
- Use of patient stories
- Patient / service user representatives included on staff induction
- Pool of patient representatives recruited
- Number of new voluntary sector partnerships

Theme Two - Enriching working lives of staff

- Staff survey – increased staff perception of organisational interest and action on Health and wellbeing
- Staff newsletter open rate and click rate
- Staff intranet use
- Responses to staff questionnaires/competitions
- Improvement of staff engagement score in staff survey
- Number of staff nominated for staff awards
- Number of national award submissions and successes
- Number of opportunities for staff involvement
- Number of staff engaging in focus groups
- Launch of new staff recognition awards
- Increased response rate for staff survey
- Online staff ideas forum launched
- Participation in staff focused campaigns
- CCG grade against the workforce goals and outcomes of the Equality Delivery System (EDS2)

Theme Three - Promoting reputation and relationships:

- Launch of new branding and visual identity
- Increasing responses to social media activities
- Increasing stakeholder newsletter open rate and click rate
- Increasing website visits
- Increasing media coverage
- 360 survey response.

Monitoring the strategy

The delivery of the Communications and Engagement Strategy and supporting plans will be monitored by the Clinical Cabinet on a quarterly basis, including details of the activities of the Involvement Steering Group.

An annual review and report in April of each year will produce a more formal evaluation of the work completed in that year and an assessment of the impact of the strategy using the measures described. This review will contribute to the CCG's annual report.

Appendix 1: Key areas for delivery

THEME 1 – Putting patients at the heart of everything we do	
Key Area	Intentions
Reviewing current engagement activities across the organisation	<p>Carry out an independent review of engagement activities, with patient and staff input.</p> <p>Review in the context of best practice.</p> <p>Consider developing new forms of engagement in the light of the report including developing patient groups for involvement in OD activities, capturing patient stories from minorities and equality groups.</p>
Develop staff knowledge and awareness of engagement and co-production best practice	<p>Review the toolkit with staff input and produce a new version.</p> <p>Develop a staff training workshop on inclusive engagement and co-production.</p>
Embedding engagement activities into reporting and governance structures.	<p>Report quarterly to the Clinical Cabinet.</p> <p>Produce an annual communications and engagement report.</p> <p>Report on engagement activities at the AGM and within the Annual Report.</p>
Ensuring equality, diversity and inclusion	<p>In co-operation with the E&D lead, reviewing the reach of engagement activities within the engagement review.</p> <p>Work jointly with the Equality and Diversity Manager to develop guidance for teams on the requirements of the Accessible Information Standard. Review our communications to ensure they meet the Standard.</p> <p>Targeted engagement work with groups with protected characteristics, identified in the Equality Act and other identified groups to increase engagement with these groups (including targeted work with carers and protected groups).</p>
'You said, we did'.	<p>Report publicly via the website on all of our engagement activities.</p> <p>Ensure that we feed back where conversations have made a difference – 'you said, we did' through our website, through story-telling and film and through the media and social media.</p>

THEME 2 – Enriching working lives of staff

Key Area	Intentions
Proactive internal communications	<p>Review the newsletter with staff input and re-launch.</p> <p>Review the intranet site with staff input and re-launch, ensuring more opportunities for conversation.</p> <p>Providing communications support for the activities set out in the HR, OD and Inclusion Strategy.</p>
Staff campaigns	<p>Design and run at least three internal staff engagement campaigns each year, in conjunction with the lead for OD and HR.</p>
Staff Engagement and involvement events	<p>Organise staff engagement events.</p> <p>Rebrand the all staff event to capture the theme of each meeting.</p> <p>Publicise the events internally to increase participation.</p>
Promotion of reward and recognition scheme	<p>Brand the reward and recognition scheme to reflect the organisational core values.</p> <p>Assist staff to apply for national and regional awards.</p>

THEME 3 – Developing our reputation and relationships

Key Area	Intentions
Branding	<p>Establish the unique selling points of WHCCG by developing a corporate narrative to communicate our aims, ambitions and direction of travel.</p> <p>Develop a communications plan to ensure this strategy is delivered and report on achievements quarterly.</p> <p>Create a visual identity and style to use across the organisation and develop branding guidelines.</p>
Strengthened GP relations and GP newsletter development	<p>Work with GPs to find out from them how they want to engage</p> <p>Develop an engagement plan, working with primary care colleagues</p> <p>Review the newsletter with GP input and re-launch</p>
Development of communications and engagement guidance and support localities and for primary care networks	<p>Develop a communications and engagement toolkit for primary care networks.</p> <p>Continue to support our two localities with communications and engagement advice and guidance.</p>
Relationships with health and care partnerships across Hampshire	<p>Work with partners to implement the Hampshire and the Isle of Wight STP Communications and Engagement Strategy.</p> <p>Develop joint campaigns wherever possible.</p> <p>Explore other areas for join working.</p>
Stakeholder relations and the stakeholder newsletter	<p>Develop stronger relationships with key stakeholders including MP offices, NHS England, NHS and social care colleagues, the voluntary sector.</p> <p>Review and re-launch the stakeholder newsletter.</p> <p>Develop and agree a contents programme.</p>
Social media	<p>Develop a social media plan, identifying key audiences, appropriate social media channels and relevant messages.</p>

	<p>Increase our social media presence with more activity.</p> <p>Use film, graphics and storytelling to get our messages out.</p>
Media relations	<p>Meet regularly with key local journalists.</p> <p>Develop a programme of proactive media stories.</p> <p>Provide media training for our senior leaders.</p>
Annual Report and AGM	<p>Produce and Annual Report and report summary which communicate the successes of the organisation during the year.</p> <p>Organise an AGM which promotes these successes.</p>

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Appendix 2: current channels

Activity	Channel	Frequency
Website (update page template) Refresh use of corporate brand Streamline content	Digital	On-going
Social media platforms: Twitter Facebook LinkedIn You Tube SoundCloud Instagram Smartsurvey	Digital	Daily
Video	Digital	To meet the needs of the business/campaign
Patient focus groups	Face to face	As required
Involvement Steering Group	Digital Regular meeting	Every two months
Health Involvement Network	Virtual group – source of members for focus groups	As required
PPG network	Virtual and face to face	Six-monthly meeting
The Wall (intranet)	Digital	Daily
Off the Wall – staff briefing	Digital	By monthly
All Staff briefing	Event	Once a month
All staff emails	Digital	As required

Posters – in kitchens and on noticeboards	Collateral	As required to support campaigns
The media	Press releases	As required.
In Practice (web blog)	Digital	As required
In Practice (weekly update)	Digital	Weekly (Fridays)
Locality Meetings and TARGET (Time for Audit, Research, Governance, Education & Training) events	Face to Face	Quarterly
The Link (Stakeholder Newsletters)	Digital	Monthly (TBC) stakeholder newsletter

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