



**GIP PUBLIC ENGAGEMENT STRATEGY 2011-2016**

*Responsible Board Member(s)* Liz Hallam Smith  
*Paper prepared by* Fiona Green and the Group on Information for the Public

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*Summary of actions requested:* • The Board is invited to take note of this paper – currently at an advanced draft stage - which has been produced by the Group on Information to the Public. Comments from Board members would be welcome.

**28 June 2010**

**Liz Hallam Smith**

## **PUBLIC ENGAGEMENT – PARLIAMENT’S STRATEGY FOR 2011-2016**

A central priority for the 2010-2015 Parliament will be to engage the public. This process of engagement will be broader and deeper than achieved in the 2005-2010 Parliament.

### **Context**

The House of Commons Reform Committee Report *Rebuilding the House 2008-09* (HC 1117, paragraph 232) stated that “the primary focus of the House’s overall agenda for engagement with the public must now be shifted beyond the giving of information towards actively assisting the achievement of a greater degree of participation”.

The House of Lords Information Committee Report *Are the Lords Listening? Creating connections between people and Parliament 2008-09* (HL Paper 138-I, page 5) stated “that the House of Lords can and should do more to communicate our activity to the world outside and to make it easier for people to understand our work”.

### **Goals**

By 2016 the public should recognise that:

- **Parliament is the heart of our democracy:** respected, effective, efficient and informed;
- **Parliament holds the government to account:** it is not the same as government and provides checks and balances to its power;
- **Parliament’s work matters to everyone:** it is relevant to our concerns and welcomes our participation.

### **Who will Parliament engage with?**

Parliament needs to engage with all citizens. Over the period 2011-2016 it will:

- Maintain its efforts to reach all schoolchildren;
- Extend these efforts to reach others involved in formal education, including those in further, higher, adult and lifelong learning;
- Give an emphasis to engaging with adults who want to change things but do not know enough about Parliament to engage effectively;
- Also focus on those adults who are “politically contented” but do not yet actively engage with Parliament either because they have little knowledge or interest or because they do not yet see the benefits to them of doing so;
- Continue to reach all other groups through its main programmes of activity.

## How will it engage?

It will reach these groups through a series of campaigns involving its main continuing programmes of activity:

- Education service;
- Visitor service and onsite facilities;
- Online and broadcasting services;
- Outreach and media services; Parliamentary Archives, Information office services and publications (including the Official Report).

These programmes will facilitate engagement between the public and:

- Individual Members of both Houses;
- Committees;
- The legislative process;
- Other business of both Houses including debates, questions, motions.

The programmes of activity will seek to mobilise all potential advocates and partners: everyone working in Parliament and others in the wider community.

The key milestones over the period 2011-2016 will be:

- 2011 – complete first annual set of campaigns
  - Public participation in legislation
  - Engaging those in formal education
  - Involving the voluntary sector
  - Demystifying Parliament
- 2011 – release of online Parliament and Democracy game
- 2012 – complete second annual set of campaigns
  - Parliament’s contribution to the Cultural Olympiad
- 2012 – website fully integrates all procedural content produced at source; realisation of vision for “open data”
- 2013 - education centre open
- 2013 – complete third annual set of campaigns
- 2014 - outreach programme fully extended to formal education and other priority groups
- 2014 – complete fourth annual set of campaigns
- 2015 – anniversary year to celebrate 750 years of Parliament and 800 years since Magna Carta
- 2015 – engagement online largely through spaces on the internet beyond [www.parliament.uk](http://www.parliament.uk)
- 2015 – complete fifth annual set of campaigns
- 2016 – visitor experience in and around Westminster fully overhauled
- 2016 – programme evaluation

## **The programmes of activity**

This section sets out for each programme of activity the aims for 2010-11, a look beyond 2010-11, core activities, key risks and resources. Some of these programmes of activity are entirely connected with public engagement but others have a much broader range of objectives.

Many of the activities require joint working across two or more departments and across House of Commons and House of Lords. Examples include Online Services working with PICT and the Information Office, Online Services, Outreach Service and Media and Communications Service and other services working with DCCS.

### **Education Service**

GIP lead	Aileen Walker
Team lead	Tom O'Leary

#### **Aims for 2010/11**

Maintain and continue to improve quality and reach of the core visits programme.

Adapt and update existing resources and commission new resources to reflect the new Parliament.

Move range of successful pilot projects to core business.

Develop strategically useful partnerships with relevant organisations based on growing maturity of the service.

Complete build of democracy computer game and implement social media components to existing resources to grow the audience outside of the school environment.

Continue to develop articulation of democratic engagement for young people, working with appropriate partners.

Begin required business case work for the Education Centre (due sept 2013) as per procurement timetable.

Further embed teacher training focus in Education Outreach and explore the devolved supplier model for direct school delivery to pupils.

#### **Beyond 2010/11**

Bench mark and collaborate with international Parliament education programmes.

Parliament's Education Service is core provider and centre of expertise for democratic engagement for young people inside and outside formal education.

Continue required work and preparation for the Education Centre (due Sept 2013).

Capitalise on success of online games and resources, successfully incorporating safe and appropriate use of social media.

Continue to develop range of beneficial partnerships to ensure maximum reach of parliament to young people.

### Core activities 2010/11

Activity	Status
<p><b>Continue enhancement of year-round educational visits programme for students aged 7-18 (KS2–KS5)</b></p> <ul style="list-style-type: none"> <li>• Receive at least 38,000 students on the core*<sup>1</sup> programme;</li> <li>• Complete Impact assessment project with Institute of Education, incorporating findings into visits programme.</li> </ul>	Ongoing
<p><b>To deliver a programme of educational outreach activities, primarily focusing on teacher training and special school events including annual teachers' institute</b></p> <ul style="list-style-type: none"> <li>• Deliver sessions to 1000 teachers and/or trainee teachers;</li> <li>• Run 4 Teachers' Seminar days per year and pilot 3 Trainee Teachers' Seminar Days;</li> <li>• Provide 15 workshops for SQT and 8 regional teacher days;</li> <li>• Coordinate, programme and administer the Speakers' School Programme.</li> </ul>	Ongoing
<p><b>Support the aims of Education Service by extending audience engagement through partnerships, projects and high profile events</b></p> <ul style="list-style-type: none"> <li>• Embed Speakers School Council Award scheme;</li> <li>• Roll out national film competition;</li> <li>• Complete General Election 2010 film tender and delivery;</li> <li>• Complete new printed publications including 2010 election update;</li> <li>• Cement relationship with Youth Parliament.</li> </ul>	Ongoing
<p><b>To deliver online content that positions the education channel as a leading resource for the teaching and learning of citizenship, and a world class parliamentary education website</b></p> <ul style="list-style-type: none"> <li>• Receive 500,000 visits and 2 million views;</li> <li>• Development of a large-scale Parliament and democracy 'serious game';</li> <li>• Integrate social media component into MP for a Week and</li> </ul>	Ongoing

<sup>1</sup> Core visits includes: workshops delivered to school groups booked directly through Member's Offices (known as Member Assists)

other appropriate resources.	
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### **Key risks**

- Staff turnover in key positions;
- Continuing over demand from schools to visit leads to reputational damage;
- Vulnerability of and continuing restrictions on space used for education visits delivery.

### **Resources**

#### **Staff**

23 FTE (includes 2 Web Centre staff)

#### **Budget:**

Staff £920,000

Running costs £675,000

### **Visitor Services (and other onsite facilities)**

GIP lead

Aileen Walker

Team leads

Victor Launert/Chris Weeds

#### **Aims for 2010/11**

Develop and market a rich and varied programme of tours, visits, talks, exhibitions, displays and other activities in line with Parliament's public engagement strategy. Investigate potential of audio/visual guides for specialist tours.

Investigate charging and revenue raising mechanisms to offset costs, alongside a marketing strategy.

Introduction of improved training for in-house guides (to achieve Institute of Tourist Guiding Level 2 qualification).

Introduce year round Saturday opening.

#### **Beyond 2010/11**

Continue to build on the above programmes.

Ongoing training structures for guides to ensure up to date knowledge including National Curriculum.

Integration of c35,000 annual school age visits arriving via Members' Tours into Education Service programmes.

Build on working relationships with nearby partners and other interested parties to explore shared areas of interest e.g. pedestrianisation.

Work to identify new methods of public interaction via access to the Estate.

### Core activities 2010/11

Activity	Status
Provide a proactive, professional, informed welcome to all visitors to Parliament	Ongoing
Administer tours for Members through the Central Tours Office, and improve training for in-house guides	Heavily oversubscribed
Run a successful Summer opening programme using Blue Badge Guides, and introduce year round Saturday opening – both on a break-even basis	Planning on track
Introduction of Saturday Opening	Scheduled to start 03 July 2010
Provide tours of the Clock Tower	Oversubscribed

### Key risks

Return of Houses in September hitting commercial opening revenue leading to shortfall in funding for guide training improvements.

Staff turnover, especially if financial considerations lead to freeze in backfilling vacancies (more time consequently spent on less pleasant duties e.g. standing outside in all weathers).

### Resources

#### Staff

46 FTE

#### Budget

Staffing costs £2,033,000

Other costs £172,000

Receipts £700,000

Staff and budget covers Central Tours Office, Visitor Assistants team, Visitor Services Management and Clock Tower team.

### Broadcasting Service

GIP lead Timothy Jeffes

Team lead Timothy Jeffes

### Aims for 2010/11

Ensure accurate provision of broadcast coverage of the proceedings of both Houses from both Chambers and selected Committees to key users both internal and external.

Prepare for new broadcasting arrangements to follow the ending of the current PARBUL arrangements in 2011.

Improve viewer experience and functionality of audio visual content on the Parliamentary website.

Undertake first step of capital refurbishment programme replacing the broadcast cameras in both Chambers.

### **Beyond 2010/11**

Consideration of new ways to increase public and broadcaster access to Parliamentary coverage of proceedings. This is to follow on after the ending of the current PARBUL licencing regime.

Continue the rolling programme of technical broadcast infrastructure refurbishment to maintain high quality coverage of proceedings.

### **Core activities 2010/11**

<b>Activity</b>	<b>Status</b>
Ensuring continuous broadcast coverage of Parliamentary proceedings in compliance to the Rules of Coverage	Ongoing core business
Preparing for operation, licensing and distribution arrangements for broadcast coverage after July 2011	Discussions taking place with stakeholders internally and externally
Preparation of licence variations to permit Parliamentary coverage to be embedded on public end user sites.	Ongoing development with PARBUL
Improving key aspects of Audio Visual search and navigation within the Parliamentlive audio visual content. Development of embeddable viewer for other Parliamentary web pages.	Ongoing development with web hosting contractor
Refurbishment of Chamber cameras as first part of programme to update Parliamentary technical infrastructure	Replacement during August recess 2010

### **Key risks**

The consideration and development of new broadcasting arrangements needs to be done in time for procurement process to ensure new contracts in place by July 2011 when the current PARBUL contracts end.

### **Resources**

#### **Staff**

Broadcasting Unit: 2FTE

Parliamentary Recording Unit: 3.5FTE

#### **Budget**

£1,015,000 Operational

£882,000 Chamber camera replacement





	procurement has begin.
Implementation of faceted search across the website and intranet	Requirements to be scoped in detail but implementation due in September 2010
Development of Topics on the website to include other business content	Work has been scoped and needs to be timetabled
Development of a content strategy to ensure that all online activity is delivering to the objectives of each house and the editorial model in place can effectively support it; recommendations will involve changes to information architecture on the website; will include a policy on archiving online material and other online standards and rules; will cover dynamic content as well as written content and images.	This exercise will build on work already undertaken by the Lords and should be complete by end December
Improve design and user experience on publications pages working with TSO.	Discussions have taken place with TSO and work due to begin in early June
Develop designs and solution for linking Hansard and audio-visual material.	Designs are under development
At least 12 content initiatives on the website and intranet, working in cross functional teams on exhibitions, key parliamentary events, including podcasts and tours and other dynamic content, mobile apps etc	On-going
Development of engagement initiatives including forums, personalised content, audio video and social media; development of partnerships with other organizations such as BBC Democracy Live and Facebook; development of social media guidelines to support colleagues across parliament in how to use these tools effectively and in line with agreed policies	Engagement strategy in draft which includes a number of recommended activities
Embedding video player in key pages across the website to give broader access to footage from the chamber and committees in context	The player has been embedded. As business in both houses gets up and running then the player can be embedded in multiple players including committee inquiry pages
Work with Broadcasting Service to improve the user experience of parliament.tv and integrate more closely with main Parliament website.	Initial discussions have taken place. Scope and timing to be agreed.
Development of digital newsletters for internal circulation, promoting intranet content	Discussions already underway with OCE and Lords internal communications team
X number of transactional services for staff and members available online on the intranet and on mobile devices	On going

### **Key risks**

The roll-out of devolved editorial responsibility to staff across both houses requires that strong rules and controls are in place that are owned and managed by the web centre. Without strong governance and support at a senior level for the rules and controls the quality of the website and the intranet will be undermined and deteriorate risking damage to Parliament's reputation.

The website and intranet, and the content that feeds both sites, rely on resilient and robust hosting and support and a level of management expertise. PICT are currently looking to provide a strategic hosting solution that will ensure these things are in place, however if it is not delivered this year, some of the benefits we are looking to achieve will not be realized.

### **Resources**

#### **Staff**

Web Centre: 18 FTEs plus 2 FTEs based in the Education Service

#### **Budget**

Staff costs	£939,688
Other costs	£1,639,969

## **Parliamentary Outreach Service and House of Commons Media Service**

GIP leads	Aileen Walker/Liz Parratt
Team leads	Clare Cowan/Liz Parratt

### **Aims for 2010/11**

#### **Parliamentary Outreach**

To ensure that Parliamentary Outreach is embedded and recognised as a core parliamentary service adding intrinsic and cost effective value to all parliamentary business.

To continue to work with select committees and facilitate outreach strategies for individual committees to ensure specific targets for engagement are met, including online engagement through spaces beyond [www.parliament.uk](http://www.parliament.uk)

To work with organisations who wish to increase levels of civic participation by ensuring that they know how to engage with Parliament and feel empowered to do so.

To implement a "training the trainer" programme that will enable third parties to deliver parliamentary training courses, thereby significantly increasing the reach of the service.

To contribute to the development and implementation of new ways of the public participating in parliamentary processes, in line with the proposals set out in the Wright Report and the Coalition Government document of May 2010.

**Media and Communications Service**

MCS works to both CT1 *provide advice and services that enable the House and its Committees to conduct their business effectively* and CT3 *promote public knowledge and understanding of the work and role of Parliament through the provision of public information and access.*

Develop proactive media and communications strategy to support new Management Board strategy.

Further develop service provided to Select Committees by encouraging the development of a media and communications strategy for each inquiry – to include print, broadcast and online (including social media), and integrated with any outreach plans.

Identify and implement best possible arrangements for media support for Speaker and Commons Commission.

Provide content for every National Council for Training of Journalists course.

Provide media and communications support to ensure best possible publicity in print, broadcast and online media for work programmes in Education, Outreach and Visitor Services.

Deliver further improvements in quality of visual communications across the House service, including drafting and agreement of photography policy.

Ensure Lobby journalists and others are regularly briefed on business/procedure in the Chamber, through programme of topical procedural briefings or other means.

Provide media and communications support for International Directorate - NB new area (if required)

**Beyond 2010/11**

**Parliamentary Outreach**

Outreach programme fully extended to formal education sector (further, higher, adult education) and other priority groups.

**Core activities 2010/11**

**Parliamentary Outreach**

Activity	Status
Working with other parliamentary departments to aid the evidence gathering and subsequent dissemination of Parliamentary activities including Select Committee inquiries, Public Bills and Westminster scrutiny of EU legislation.	On-going. Various successful inquiries managed and first public bill workshop to take place in June 2010.
Publishing web pages which highlight the regional relevance of	On-going. Outreach staff

Parliamentary activities and facilitate engagement with its processes	being training in CMS to ensure increased topicality of pages.
Implementation of a “training the trainer” programme which will enable accredited third party partners to deliver parliamentary training services	Pilot organisations receiving training before full roll-out in September 2010.
Delivering training sessions in partnership with a variety of organisations including those with a remit to increase civic participation and community engagement	On-going. Significant increase in commissions over past 6 months. NB spend to save.

### **Media and Communications Service**

<b>Activity</b>	<b>Status</b>
Provide media and communications advice and support for all House Departments and Committees, including all sections in the Public Information Directorate.	On-going. Support to PID recent new development: going well, new post has demonstrable impact. Speaker/HoCC = new; otherwise hope to reduce focus on corporate/domestic issues. Actively manage FOI releases.
Implement programme of service improvement and innovation agreed with COMG including: more active management of Chairmen/ Committee Members’ expectations; encourage more strategic approach and better planning/review cycle in each Committee; more systematic best practice dissemination etc. See separate document.	Improvements identified and to be discussed. Liaison Committee discussion July.
Implement new arrangements for news on <a href="http://www.parliament.uk">www.parliament.uk</a> – both Select Committee and Chamber/WH/other.	New responsibilities provisionally agreed with CO and Web Centre, all MCS staff CMS trained. Need to start testing in practice.
Continue to extend reach of photographic service and raise quality of visual communications.	Ongoing.

### **Key risks**

#### **Parliamentary Outreach**

- IT not working;

- Too much demand.

### **Media and Communications Service**

- IT not working;
- Excessive demand, including out of hours cover;
- Different approaches to Media and Communications in different Departments could cause conflicting requirements;
- No control over end product (inherent risk, no mitigation);
- Unable to deliver better coverage explaining the House because of filming/photography restrictions required by the House as a working building/secure environment.

### **Resources**

#### **Parliamentary Outreach**

##### **Staff**

13 FTE, plus staff assistance from other parliamentary departments.

##### **Budget**

Staff costs     £574,400

Other costs    £640,000

#### **Media and Communications Service**

##### **Staff**

11 FTE, 6 of which in DCCS.

##### **Budget**

Staff costs     £223,400

Other costs    £129,600

### **Parliamentary Archives**

GIP lead	Liz Hallam Smith
Team lead	Caroline Shenton

### **Aims for 2010/11**

Ensure records in all formats created or held by Parliament worthy of permanent preservation are selected and acquire others that contribute significantly to understanding of the history and workings of Parliament.

Provide a full collection care service for archival records in all formats in accordance with recognised professional standards, including preventative and interventive measures to secure their preservation and accessibility.

Provide an up-to-date online catalogue of the archives conforming to recognised professional standards, together with other finding aids, and increase online access to the archives.

Provide a service for internal and external users for: the inspection and copying of records; the answering of enquiries; and the delivery of information onsite and online about these services and our holdings.

Promote the archives and history of Parliament as a core resource for research, lifelong learning and leisure, and in support of public engagement with Parliament.

### **Beyond 2010/11**

Increased focus on the selection and preservation of digital records and other digital information assets of Parliament, and the wider provision of online services.

### **Core activities 2010/11**

<b>Activity</b>	<b>Status</b>
Year 2 of 'Connecting with Communities' – a programme of regional displays and adult learning activities in partnership with Parliamentary Outreach.	Birmingham City Archives activities ongoing (April – Sept); planning underway for Kent Record Office activities (Oct-Mar)
Support parliamentary contribution to the Cultural Olympiad	<i>Parliament and the Games</i> exhibition tender, design and build completed. Launched 24 June. Collection care of displays ongoing.
Build and launch Private Bill Witness database online (a major family/local history source)	Start date: October 2010
Lead continued development of <i>Living Heritage</i> content for the web site	Text for three new sections completed; oral history project underway.
Programme of events to mark 150 <sup>th</sup> anniversary of the Victoria Tower and 500 <sup>th</sup> anniversary of HL journal including external seminars, display in Portcullis House, book, and virtual tour of Victoria Tower	Virtual tour launched 21 May; seminar planning underway; book copy being written.
Four Royal Gallery displays on line of route including 500 <sup>th</sup>	Lords Journal

anniversary of Lords Journal; 350 <sup>th</sup> anniversary of the Restoration; 150 <sup>th</sup> anniversary of Victoria Tower.	completed May 2010; Restoration installed June 2010; Victoria Tower in planning.
Loan of Great Reform Act 1832 to Newcastle City Library for exhibition Nov 2010-Jan 2011	Initial discussions underway
Implement infrastructure, standards and processes to support digitisation strategy and begin prioritized digitization projects; develop prototype online access to digitised images	Scheduling with PICT begun
Review future catalogue development and hosting requirements.	Scheduling with PICT begun
Digital Preservation: procure digital repository and associated preservation services; continue six-monthly web archiving	Pre-election web harvest completed May 2010; requirements being finalized for repository procurement.
Review charges for reprographic services and licenses for the public and media	Underway

#### **Key risks**

- Financial constraints/in-year cuts;
- Any delay to refurbishment of imaging studios will impact on digitization strategy;
- Collection care contract renewal difficulties;
- Availability of enterprise architecture and business analysis support from PICT.

#### **Resources**

*(NB these are resources for the Archives as a whole, including non-public information activities such as records management)*

#### **Staff**

24.5 FTE (plus 5 collection care contract staff).

#### **Budget**

£1,308,796



## House of Lords Information Office

GIP lead                                      Benet Hiscock  
Team lead                                      Benet Hiscock

### Aims for 2010/11

To promote the work of the House of Lords and provide advice and press liaison to House management.

To promote the work of the House of Lords via online media.

To produce high quality, accurate, impartial and timely information material, both in print and online.

To provide a professional information and Enquiry Service.

To ensure that all bicameral services support the promotion of the role and work of the House of Lords, and deliver value for money.

To promote the work and expertise of the House of Lords to target audiences.

### Beyond 2010/11

To further promote the work and role of the Upper Chamber of Parliament to the public.

### Core activities 2010/11

Activity	Status
Developing an online communications strategy for the House of Lords, including new content development.	Scheduled for October 2010
Supporting the online initiatives identified in <i>Are the Lords Listening?</i>	Scheduled for March 2011
Reviewing the House of Lords suite of publications. Developing and revising the range of collateral following the election.	Ongoing
Working with PICT to implement Enquiry Service software to monitor enquiries and consolidate key information in a single repository and in searchable form.	Ongoing
Supporting the recommendations identified for bicameral services in <i>Are the Lords Listening?</i>	Scheduled for March 2011
Developing outreach plans for the House of Lords, which are implemented through the Outreach Service's business plan and monitoring delivery.	Ongoing
Developing plans for the House of Lords, which are implemented through the Education Service's business plan and monitoring delivery.	Ongoing

Reviewing priority stakeholders	Ongoing
Develop new marketing plan	Scheduled for October 2010
Develop and align the Lord Speaker's outreach programme with the work of the Parliamentary Outreach Service.	Scheduled for October 2010
Commission stakeholder evaluation of external communications.	Scheduled for March 2011

### Key risks

- Dependencies on key staff and singleton posts within a small office, which covers a wide range of activities.
- Failure to maintain control over costs and expenditure of shared services.

### Resources

#### Staff

12 posts

#### Budget

Staff costs     £474,296

Other costs     £340,149

### What will success look like?

Progress towards the goals of the strategy will be measured in three ways:

**Levels of public knowledge and favourability towards Parliament** as measured in the annual surveys of political engagement. In each of the metrics of this survey covering the goals of this strategy success requires there to be a statistically significant improvement. These are the **outcome** measures for the strategy.

**Impact of Parliamentary programmes and campaigns.** Each programme will set out its goals in advance for future evaluation:

- Education Service – workshop quality ratings
- Parliamentary Outreach – feedback on session
- Website usability scores
- Website customer satisfaction surveys
- Visitor satisfaction surveys
- Association of Leading Visitor Attractions (ALVA) industry benchmark surveys
- Open House survey
- Information Offices stats for enquiry targets being met

These are the **quality** measures for the strategy.

**The number of people who engage.** The overall ambition is to double the number of people who engage personally with Parliament as an institution over the lifetime of the Parliament.

- Education Service visits
- Educational Outreach teacher training sessions/student sessions
- Education web pages (visits, views, downloads)
- Transport Subsidy Scheme
- Visitors on Members' Tours
- Visitors to the HC/HL galleries
- WH information desk visitors
- Summer Opening visitors
- Open House Weekend - visitors
- Parliamentary Outreach – sessions and number of attendees
- Parliamentary Outreach – number of contacts made
- Information Offices enquiry stats
- New voters' guide (Popvox) – guides issued
- Popvox website stats
- Website stats: (visitors, visits, views)
- Website stats: social media channels (YT, Facebook, Twitter, Flickr)
- Website stats: Find Your MP (visitors, emails sent via FYMP service)
- Website stats: HCIO factsheets (visits, downloads)

Some programmes may aim to reach more than double e.g. the Education Service plans to increase reach from 40,000 schoolchildren visiting Parliament to 100,000 visiting whilst the overall number of visitors is likely to rise by much less given the physical constraints of the building. These are the **reach** measures for the strategy.