Cathryn Ross

Introduction

Agenda

Item	Lead	Time
Introduction	Cathryn Ross	11:30
Cultures and Behaviours	Walking the Talk – Amanda Fajak and Danielle Spencer	11:45
Lunch		12:15
Strategy Development Process Financial Planning Process	Nick Lynch & Ben Messore Ed Briggs & Matt Davies	12:45
Assurance: the role of the BTCC	Isabel Hudson	13:45
Assurance in practice	George Ritchie	14:00
Next Steps and Close	Cathryn Ross	14:25

Openreach is more independent – things work differently now

Internal monitoring and assurance

Commitments
Assurance Office

Commitments
Monitoring Office

Agreed principles, new ways of
working and processes

New Information Sharing Rules

Openreach Ltd with Board of Directors
Transferred Staff
New Information Sharing Rules
Rebranding

Changes in Culture & Behaviours
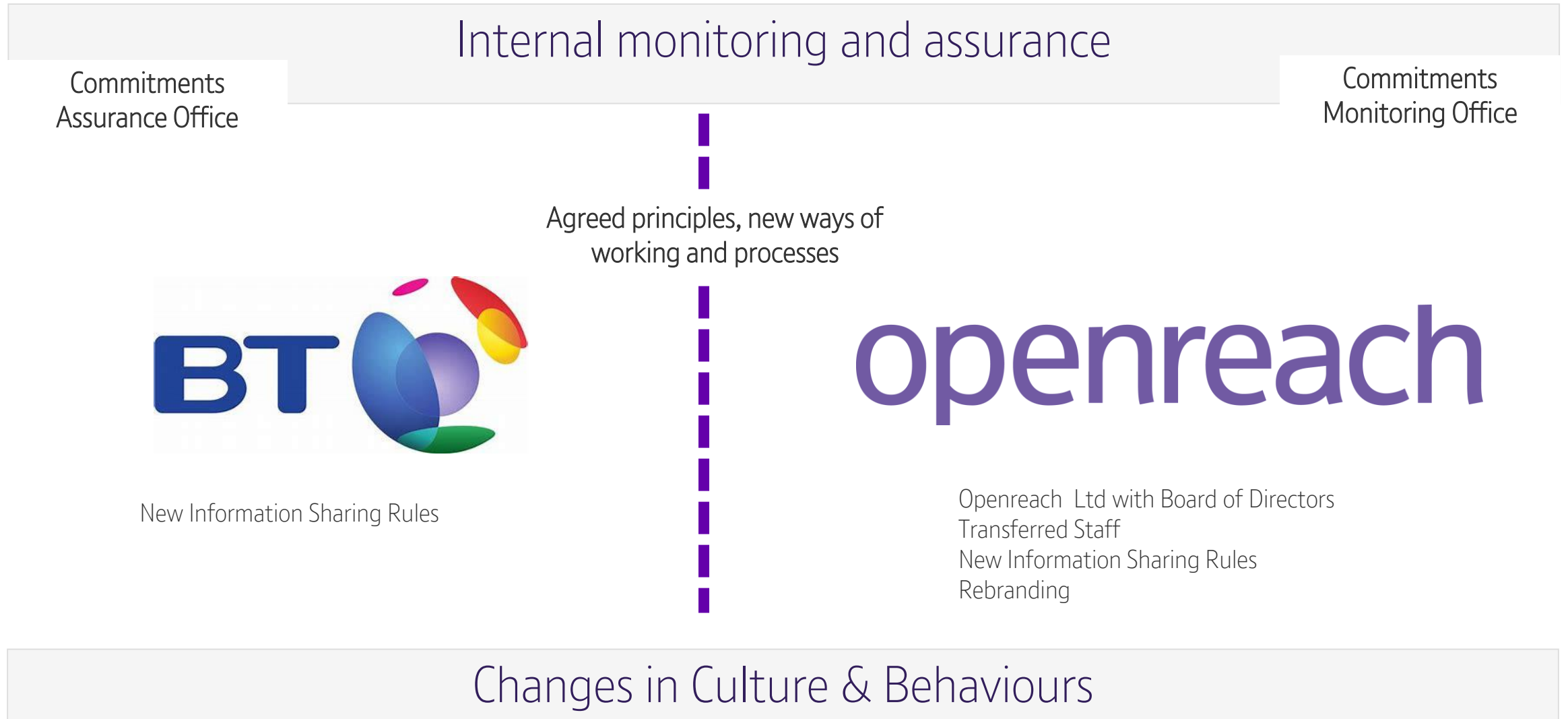
Openreach reform is one part of delivering DCR outcomes

Macro view

How well is the *sector* delivering to the needs of UK consumers, businesses and the UK economy?

DCR

How is the *sector* is delivering the outcomes sought by the DCR as a whole

Openreach reform

Has this addressed Ofcom's concerns about *strategic discrimination* through vertical integration?

Compliance with Commitments

Have we done what we said we would do?

QUESTIONS?

walking the talk
Culture made do-able

The Commitments:
"Hearts & Minds" Research

This research is based on many years of helping organisations to understand and change their cultures

Scope of the research
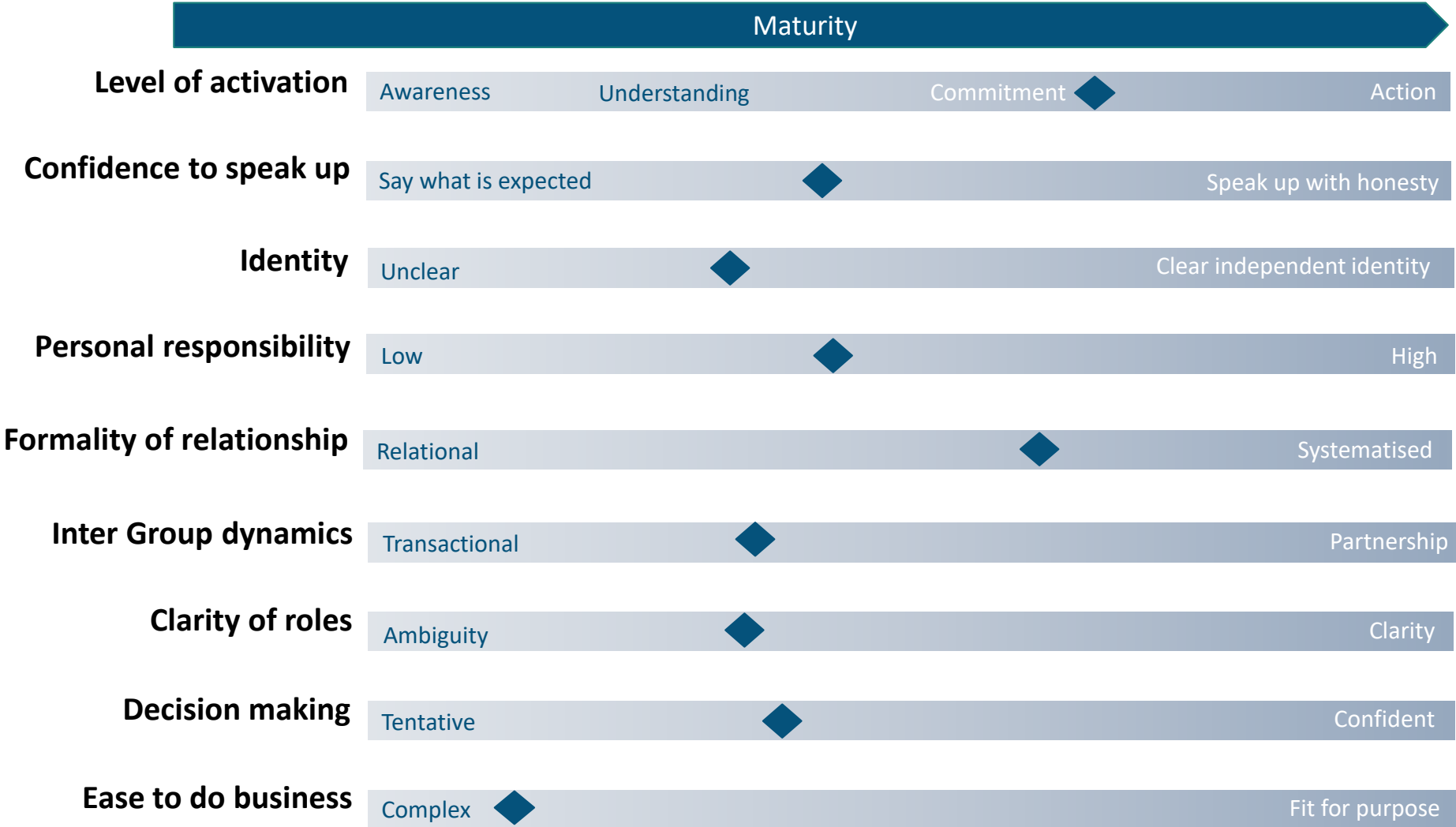
> **Key research question:**
> Where are BT and Openreach in moving to a culture where they operate more independently of each other?

- How people think and feel about Our Commitments

- Focus on employees in roles at the intersection of BT and Openreach *(customers not in scope)*

- Deep dive into where the culture is now and to how move forward

- Study conducted September 2018

Overview Maturity Analysis: Dimensions of healthy independence

◆ Expected at this stage

Maturity

| Level of activation | Awareness | Understanding | Commitment ◆ | Action |

| **Confidence to speak up** | Say what is expected | ◆ | | Speak up with honesty |

| **Identity** | Unclear | ◆ | | Clear independent identity |

| **Personal responsibility** | Low | ◆ | | High |

| **Formality of relationship** | Relational | | ◆ | Systematised |

| **Inter Group dynamics** | Transactional | ◆ | | Partnership |

| **Clarity of roles** | Ambiguity | ◆ | | Clarity |

| **Decision making** | Tentative | ◆ | | Confident |

| **Ease to do business** | Complex ◆ | | | Fit for purpose |

walking the talk
Culture made do-able

BT
openreach

Key findings

Where are BT and Openreach in moving to a culture where they operate more independently of each other?

1	2	3	4
People in both BT and Openreach understand and are acting in line with the Commitments	As expected, Openreach & BT's supplier / customer relationship is still maturing at this stage of the culture journey	Some ambiguities in the model and some 'mixed messages' are creating confusion	As new processes bed in, there is a 'cooling effect' on speed and agility
Ahead of expectations	In line with expectations	In line with expectations	In line with expectations

walking the talk
Culture made do-able

BT
openreach

Overall impression: People in BT & Openreach are acting exactly* as per the Commitments

High level of awareness amongst those in high risk roles of 'what they can and can't do' with reported evidence of **sufficient training**, and avenues for **support and advice**

We observed a **high level of mutual understanding** of what are perceived as 'a sensible set of commitments'

Strong sense that people in both organisations are **genuinely trying to do the right thing** (for BT, Openreach, the industry and the UK)

People are following the Commitments in a constructive way not just because they have to, but **because they want to**

While we see a clear intention to follow both the 'letter and the spirit' of the Commitments, Finding 1 relates more to the letter of the Commitments and Finding 3 describes the challenges currently being experienced in acting in line with the spirit of the Commitments.

The relationship between Openreach and the BT Parent is maturing

- In the early stages of separation, the BT Group closely managed its fiduciary responsibility to shareholders

- Openreach leaders **feel this relationship has evolved** and Openreach operates more in its own right

  - Openreach leaders acknowledge the **BT parent needed to see strength in the Openreach management team** and see **consistent performance delivery**

  - Openreach feel they have **'earned the right'** by delivering challenging numbers, KPIs, delivering on customer service, serving stakeholders

  - They describe the **tone of conversations has improved**, tension in quarterly operational reviews has reduced, conversations are longer term

  - A key symbol of change has been the **BT parent supporting investment decisions**

The relationship between Openreach and BT CFUs is challenging

	Openreach say …	BT say …
Access to commercial deals	• We have to have equivalence with everyone and are doing more for industry • Formerly adversarial relationships with CPs are significantly better	• We are the biggest customer but are inherently disadvantaged
Working with CPs	• Openreach relationships with all CPs are maturing • Non-BT CPs are more likely to take a partnership approach	• The Commitments are improving the quality of discussions, we are more free to be a demanding customer • We need to be more assertive in how we treat Openreach

Insight drawn from Focus Groups and interviews

Ambiguities in the model are challenging in day-to-day practice

Some ambiguities in the model and some 'mixed messages' are creating confusion

In line with expectations

Lack of clarity

was the #2 theme in the images activity in focus groups, elicited by the two images below:

Some parts of the model are **unambiguous** and have become **well ingrained** (e.g. treat all CPs equally, information sharing, explicit reference to strategic direction, allocation of CapEx to agreed set of priorities)

However, the Commitments can't cover every eventuality and areas open to a **subjective interpretation**, the 'spirit' of the Commitments, can be a source of tension.

People have embraced the Commitments but are still developing sophistication in interpretation. (Historically BT has a strong compliance culture, **people are used to being told what to do)**

There is a **reliance on the authors/architects** of the agreement and other long standing relationships to smooth over tensions. (But we need to consider the agreement over a long distance of time and not be dependant on people in role.)

Focus groups say … 'some joins are a ragged edge' and there is **appetite for more clarity.**

BT openreach

Management of separation comes with it a significant administrative burden

Processes are described as **cumbersome (onerous),**
people feel the time, effort and **true costs** of the arrangement **are largely unquantified**

People at BT in particular describe a cooling effect on the organisation,
slowing down decisions, speed, reducing agility and responsiveness

It is a **true indication of BT and Openreach's commitment** to make the model work as 'no business would willingly subject themselves to these conditions'

While not an immediate issue, too much bureaucracy and pressure on efficiency will erode good will and **could present a longer term risk to compliance**

It is also worth recognising that **'anything new is difficult'** and process refinements will no doubt occur with the benefit of a couple of annual cycles

4

As new processes bed in, there is a 'cooling effect' on speed and agility

In line with expectations

BT openreach

Overview Maturity Analysis: Dimensions of healthy independence.

Legend: ◆ Expected at this stage ◆ Actual

Maturity

Dimension				
Level of activation	Awareness	Understanding	Commitment ◆	◆ Action
Confidence to speak up	Say what is expected	◆		◆ Speak up with honesty
Identity	Unclear	◆	◆	Clear independent identity
Personal responsibility	Low	◆ ◆		High
Formality of relationship	Relational	◆	◆	Systematised
Inter Group dynamics	◆ Transactional	◆		Partnership
Clarity of roles	Ambiguity	◆ ◆		Clarity
Decision making	Tentative	◆ ◆		Confident
Ease to do business	◆ Complex ◆			Fit for purpose

walking the talk
Culture made do-able

BT
openreach

QUESTIONS?

Lunch

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British Telecommunications plc 2018

BT–Openreach Guidance Notes are based on the same Design Principles

Principles agreed between BT and Openreach	What this means in practice
Greater **operational and strategic independence** of Openreach	Ensuring that what we do gives effect to the aim of the Commitments in securing greater independence for Openreach from BT Group, treating Openreach differently where appropriate, and enabling Openreach to treat all its customers equally (see below)
Appropriate **parent company economic control and oversight** by BT	Recognition that BT remains one economic enterprise with one set of shareholders in which interest BT must act, and that finances need to be consolidated into one
Recognition of the important role of the **Openreach board**	Recognition of the role of the Openreach board in decision-making, provision of direction to, and oversight of, Openreach
Accountability	Clarity in roles, decision making and best practice governance. This includes recognition of the personal responsibility of everyone involved in the process for the effective and efficient working of the Commitments
Efficiency	Following a clear and agile process, capable of evolution and timely escalation routes
Simplicity	Acting in a way that avoids duplication, minimises complexity and gets things done
Equal treatment	Ensuring that what we do enables and encourages Openreach to address the needs of all Openreach customers equally
Transparency	Demonstrate we are acting and behaving in line with the Commitments, including to Ofcom and other CPs. This includes operation of process and controls in a way that is auditable and capable of assurance.

Nick Lynch and Ben Messore

Strategy Development Process

The Corporate Strategy is refreshed annually through the Strategy Development Process

Strategic Framework

Outlines the scope and remit for each CFU

Markets

Assets — Customers — Products

Network

Strategy Development Process

Decides where we want to invest and how we will succeed

Strategic Framework

Refreshed Corporate Strategy

| Use the power of communications |
| Drive sustainable growth in value |

| Network | CE | Op Model |

| A brilliant place to work |
| Value partner |

| Consumer Strategy | Enterprise Strategy | Global Services Strategy | Openreach Strategy* |

Annual Cycle

* Openreach operates within the framework but with greater independence on their strategy

BT

Step by step view of steady state annual Strategy Development Process

	Nov N-1	Dec N-1	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec

Corporate Strategy Phase
- Preparation of next cycle
- Prioritisation of strategy questions and high level strategy formation
- Detailed strategy development
- Integration
- MTP and financial planning

Product Strategy phase
- Preparation of next cycle
- Market review & top-down ambition
- Work with CFU's to develop detailed product strategy
- Integration

ExCo
- Agree strategic questions for annual process
- Agree the preferred strategic option
- Review and approve refreshed BT corporate strategy and resolve capex trade-offs

S&T
- Quality control on preferred strategic options where necessary, identify dependencies
- Challenge and align strategic options as necessary to help ensure effective decisions
- Integrate detailed strategies into revised corporate strategy

CFU's, CUs, Openreach
- Develop strategic fact base, identify and prioritise strategic questions
- Joint CFU / S&T effort to assess strategic options to answer strategic q's / pros & cons / risk / identify common projects across the BT Group
- Build a high level proposal for preferred strategic option
- Build detailed strategy
- Integrate approved BT corporate strategy into the MTP

Strategy Committees
▲ ▲ ▲ ▲ ▲ ▲ ▲ ▲ ▲ ▲ ▲ ▲ ▲

BT ExCo
+ + SD1 + + + + SD2 + + + + SD3 +

BT Group plc Board
- ExCo & Board review dates subject to change year on year

The Openreach Strategy Process is distinct but is synchronized with the Group Process

Jan N-1	Feb N-1	Mar N-1	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar

PHASE 1: REFRESH STRATEGY (Jan to September)

PHASE 2 INTEGRATION PHASE (Oct to March)

1 **Review Environmental Drivers incl. CP Inputs**

2 **Define key Strategic Questions**

3 **Address key Strategic Questions**

4 **Refresh 5-Year Vision & Strategic Priorities 1Yr/5Yr**

5 **Update Market, Product & Capacity Forecasts**

6 **Detail Business Unit Priorities**

7 **Consolidate OR Strategy & Financial Plan**

8 **Set scorecard & cascade**

OR Exec (Mthly):
Strategy Review — Strategy Review — Strategy Review — — — Strategy Day

OR Board (Mthly):
— — — — Strategy Review — — Strategy Day

Group Process CFUs

Identify 'strategic options'

Build high level strategy

Develop detailed strategy

Analyse plan Financial impact

Exco Strategy Days

SD1   SD2   SD3

openreach

The need for independence of Openreach also translates into a number of specificities within the Group process

	Nov N-1	Dec N-1	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Phase	*Preparation of next cycle*		*Prioritisation of strategic questions and high level strategy*					*Detailed strategy development*		*Integration*		*MTP and financial planning*		

Phase notes: BT Group CEO/ CFO may comment on whether Openreach strategy is consistent with BT Group Strategic Framework

ExCo

- Reduced attendance for SD1 to contain only Parent Company ExCo members
- Agree strategic questions for annual process
- Strategic options developed by Openreach & reviewed by Openreach Exec before engaging with S&T
- Agree the preferred strategic option and high level strategy
- Openreach able to escalate to BT plc board if required
- Review and approve refreshed BT corporate strategy and resolve capex trade-offs

S&T

- Validation of fact base and strategic questions from Openreach Exec
- Quality control preferred strategic options where necessary, identify dependencies across strategies
- Challenge and align strategic options as necessary to help frame the high level strategy and ensure effective ExCo decisions
- In case of conflicts between CFUs, these will be presented to ExCo
- Integrate detailed strategies into revised corporate strategy
- Openreach Exec to review detailed strategy before SD3

Openreach

- Develop strategic fact base, identify and prioritise strategic questions
- Joint CFU / S&T effort to assess strategic options to answer strategic q's / pros & cons / risk / identify common projects across the BT Group
- Build a high level plan of preferred strategic option
- Build detailed strategy based on high level plan
- Integrate approved BT corporate strategy into the MTP
- Openreach may share working drafts of strategic options with S&T for visibility & consistency check
- Openreach shall take BT Group Strategic Framework into account when setting strategy

Strategy Committees

▲ ▲ ▲ ▲ ▲ ▲ ▲ ▲ ▲ ▲ ▲ ▲ ▲ ▲

BT ExCo

+ + (SD1) + + + + (SD2) + + + + (SD3) +

Board (Openreach & BT plc)

ExCo & Board review dates subject to change year on year

- Openreach Board review of high level strategy before SD2
- Openreach Board Strategy Day

BT

How the Strategy Development process differs for Openreach

1. Greater strategic independence:

- Group have the opportunity to challenge CFU's strategic priorities and choices, whereas <u>it has less scope to challenge Openreach</u>.

- BT's ability to review and intervene whilst Openreach is developing its key strategic choices is limited (e.g. if inconsistent with the Group Strategic Framework or if required to comply with fiduciary duties)

- The Openreach Board formally approves the Openreach Strategy <u>before submission to BT Group</u>. Other CFUs will have an internal review process but without the formality.

- Group Corporate Strategy will review and integrate Openreach's strategy (which will have been developed taking the overall BT Strategic Framework into account) into the wider Group strategy.

- The Openreach Board has the formally defined right to comment, amend and resubmit its strategy to the BT Group plc Board, if it is not approved first time round. Other CFUs do not have this opportunity.

2. Escalation:

- If BT and Openreach cannot agree on Openreach's proposed strategy or on the introduction of a new product, the area of disagreement may be escalated by Openreach to board level and discussed between the Openreach Board and the BT Group plc Board. This escalation route is not available to CFUs. BT Group plc Board will make the final decision.

QUESTIONS?

Ed Briggs and Matt Davies

Financial Planning Process
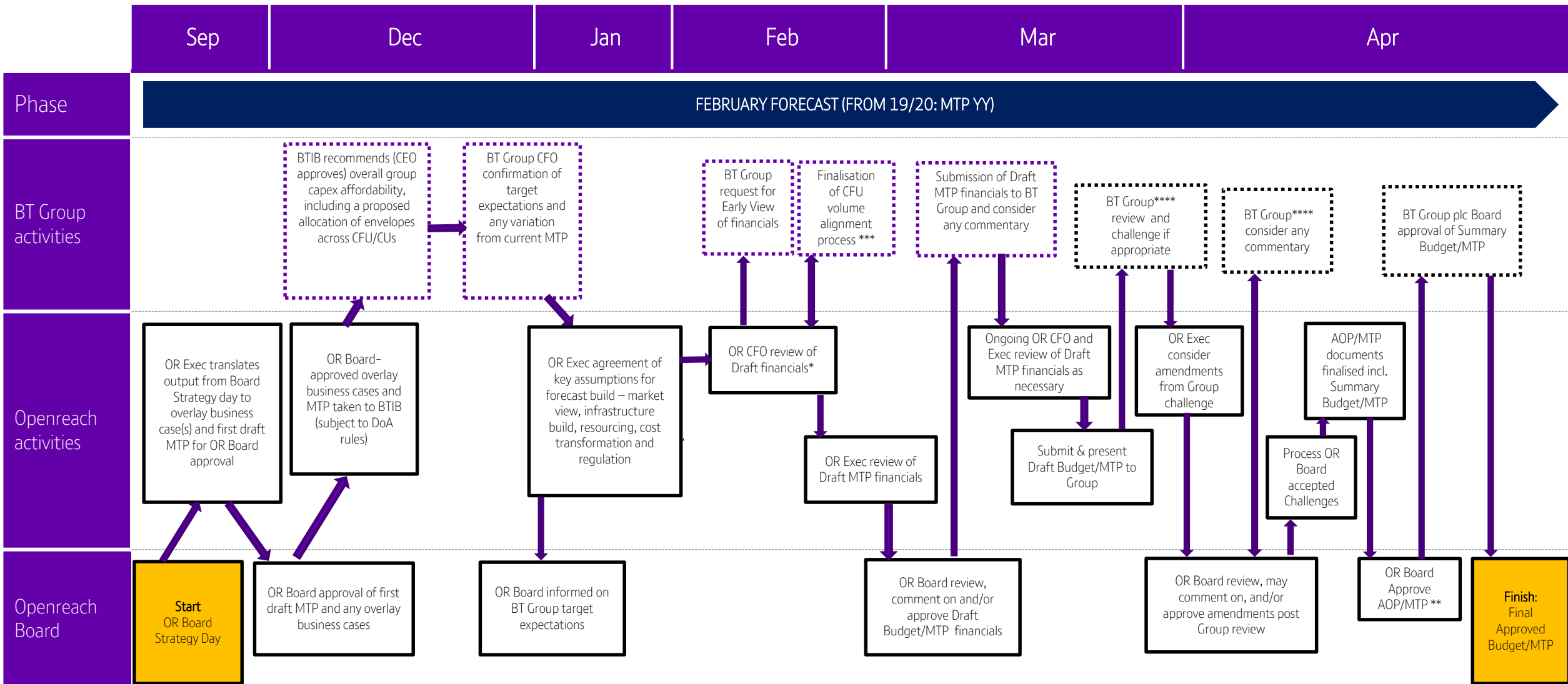
High level Budget/MTP Process – BT Group

Apr/May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr

Phase

SEPTEMBER FORECAST (process to be withdrawn from 19/20)

FEBRUARY FORECAST (FROM 19/20: MTP YY)

CFU/CU Activities

"Early view" submission & meeting**

Submit SF & present to Group CFO****

"Early view" submission & meeting

Submit FF & present to Group CFO****

Group activities

FF/MTP update to ExCo

MTP signed off by the plc Board

Process guidance issued, preparation and volume alignment (incl CFO targets confirmation) S&T issue market guidance*

Final central updates made to Group MTP (e.g. CFU/CU updates, E2E alignment items, Group challenges, accounting items, tax, interest, contingency)

Update ExCo and plc Board

BTIB recommends (CEO approves) overall Group capex affordability, including a proposed allocation of envelopes across CFU/CUs ***

Process guidance, preparation and volume alignment (incl CFO targets confirmation) S&T issue market guidance*

Final central updates made to Group MTP (e.g. CFU/CU updates, E2E alignment items, Group challenges, accounting items, tax, interest, contingency)

BT ExCo

BT plc Board

*S&T market guidance process is in development (by Strategy & Transformation) for SF 18/19; was not part of the 17/18 process
**"Early view" meeting only occurs if a unit submission requires early intervention or discussion
***In FF 17/18, an additional Novator Capex meeting was held with each CFU to allocate additional Novator funding where required
**** Group Review sessions may also include Group HRD and Group CEO as appropriate

Also note: 1) In 17/18 we ran a strategic investment process (SIP) to identify and review key new business cases across the Group so that funding could be incorporated in the MTP where required. This process is not required in 18/19 due to a 5 year Capex plan being in place.
2) **We are removing the September Forecast process from 2019/20. There will therefore be only one performance comparator each year. We will implement high-level driver models to ensure that the impacts of current performance on later years are understood.**

19

High level Budget/MTP Process – Openreach

	Sep	Dec	Jan	Feb	Mar	Apr

Phase

FEBRUARY FORECAST (FROM 19/20: MTP YY)

BT Group activities

- BTIB recommends (CEO approves) overall group capex affordability, including a proposed allocation of envelopes across CFU/CUs
- BT Group CFO confirmation of target expectations and any variation from current MTP
- BT Group request for Early View of financials
- Finalisation of CFU volume alignment process ***
- Submission of Draft MTP financials to BT Group and consider any commentary
- BT Group**** review and challenge if appropriate
- BT Group**** consider any commentary
- BT Group plc Board approval of Summary Budget/MTP

Openreach activities

- OR Exec translates output from Board Strategy day to overlay business case(s) and first draft MTP for OR Board approval
- OR Board-approved overlay business cases and MTP taken to BTIB (subject to DoA rules)
- OR Exec agreement of key assumptions for forecast build – market view, infrastructure build, resourcing, cost transformation and regulation
- OR CFO review of Draft financials*
- OR Exec review of Draft MTP financials
- Ongoing OR CFO and Exec review of Draft MTP financials as necessary
- Submit & present Draft Budget/MTP to Group
- OR Exec consider amendments from Group challenge
- AOP/MTP documents finalised incl. Summary Budget/MTP
- Process OR Board accepted Challenges

Openreach Board

- **Start** OR Board Strategy Day
- OR Board approval of first draft MTP and any overlay business cases
- OR Board informed on BT Group target expectations
- OR Board review, comment on and/or approve Draft Budget/MTP financials
- OR Board review, may comment on, and/or approve amendments post Group review
- OR Board Approve AOP/MTP **
- **Finish:** Final Approved Budget/MTP

* Draft financials are prior to alignment of volume assumptions with RoBT
** Potential for Board to Board escalation
***Regular sharing of information (consistent with commitments)
**** BT Group review sessions may also include Group HRD and Group CEO as appropriate

How the AOP/MTP process differs for Openreach

The process followed by Openreach is the same for all Customer Facing Units (CFUs) / Corporate Units (CUs) except for the following items:

1. Greater strategic independence:
–The Openreach Board formally approves, as the Openreach Limited legal entity Directors, the Openreach AOP/MTP and investment cases in advance of submission to BT Group. Other CFUs/CUs will have an internal review process but without the formality.
–The degree of intervention by BT Group in the AOP/MTP development stages is limited to certain parental conditions (Commitments 10.2 (a))

2. Greater transparency:
–Ofcom may ask to scrutinise the nature and reason for any subsequent changes following ORB approval of the AOP/MTP or investment cases. Other CFUs/CUs would not be subject to the same scrutiny.

3. Opportunity to challenge:
–The Openreach Board has the formally defined right to comment, amend and resubmit its AOP/MTP to the BT Group plc Board, if it is not approved first time round. Other CFU/CUs do not have this opportunity.

4. Information Protection:
–Sensitive Openreach information in the AOP/MTP and investment cases is only shared in limited circumstances and with limited people, in line with the Commitments on information sharing and disclosure policy.

QUESTIONS?

Isabel Hudson

Assurance – the role of the BTCC

BT Compliance Committee

Isabel Hudson (Chair)
Chairman, National House-Building Council (NHBC)

Mike Inglis
Director, Advanced Micro Device (AMD)

Jasmine Whitbread
Chief Executive, London First

Cathryn Ross
Group Director, Regulatory Affairs, BT Group

Key Relationships in the DCR monitoring framework
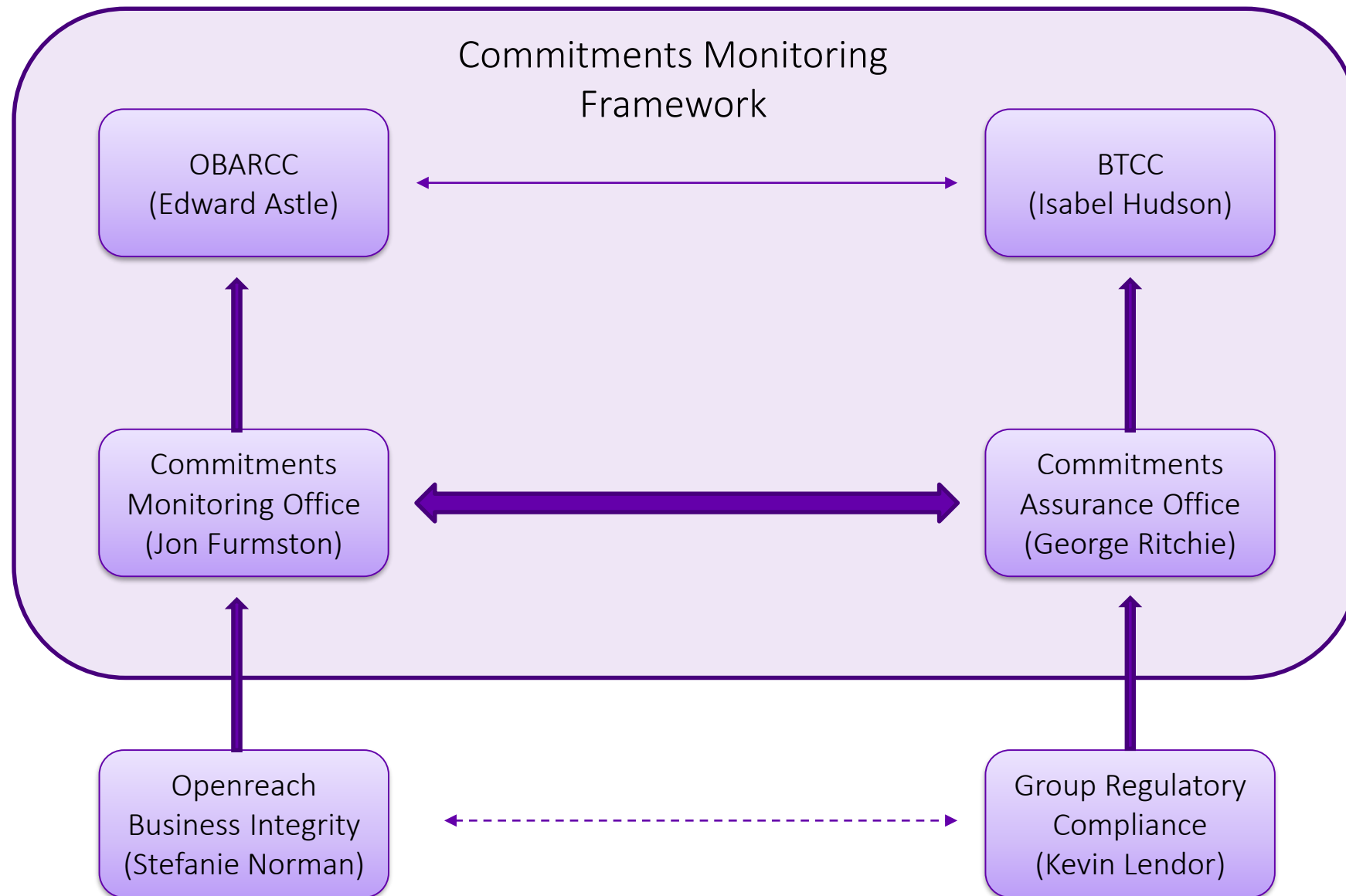
The BTCC's role and remit

The BTCC reviews:

a) BT's compliance with the Commitments and the Governance Protocol

b) whether the culture in BT and the behaviours of BT people in relation to the Commitments and Governance Protocol are conducive to BT's compliance with them and to delivery of the Digital Communications Review (DCR) objectives

c) the extent to which metrics published by Ofcom in relation to the DCR are being achieved and the objectives identified by Ofcom in the DCR Final Statement are being met

BTCC – 18/19 Review

Compliance Monitoring

- Deep dive reviews
- Financial Planning Process assurance
- Compliance Dashboards
- Quick checks, complaints and breaches.

Cultures and Behaviours

- BT Group and Openreach interworking - Project Seesaw
- A culture of operating more independently - Hearts and Minds

Outcomes

- Feedback from BT, Openreach and the OMU
- Limited feedback from other stakeholders

George Ritchie

CAO: Assurance in practice

BTCC and CAO Operating Model

Vision To ensure the DCR settlement is a success for all stakeholders: the basis of an enduring regulatory framework

Purpose To review BT's compliance with the letter & spirit of the DCR settlement and achievement of DCR outcomes

Monitor
- Legal compliance
- behaviours and culture,
- delivery of outcomes:

Regular engagement with key stakeholders

Monitoring

Engaging

Living Up to our Commitments
Assuring BT's Compliance

Reporting

Investigating

Deliver accountability, transparency & assurance:

Challenge & probe to understand issues and concerns

Partners We work closely with Group Regulatory Compliance and Openreach's CMO to deliver our programme

Financial Planning Process Assurance (Stages 1 & 2)

Assurance: Objectives and Approach

Key focus on the design principles

- Greater Openreach operational and strategic independence;
- Appropriate BT parent company economic control and oversight;
- The Openreach Board's role;
- Accountability

CAO and CMO joint assurance plan

- assure each of the key compliance controls;
- deliver the documentary evidence to Ofcom;
- assess key stakeholders perspective on the process

Assurance framework stages:

- September forecast;
- Annual Investment (Capex) review,
- creation of the February forecast ("the Draft AOP and Draft MTP");
- negotiations between the submission of the Draft AOP and Draft MTP and finalisation.

Assurance Process and Findings – MTP 19 Stages 1 & 2

Assurance	Findings
Process monitoring – building the timeline • Near real time monitoring of the process • Detailed chronology of key BT and Openreach activities	• The process followed the Guidance Note
Adherence to Key Compliance Controls • Review of adherence to key compliance controls • Predominantly "after the event" assessment	• Key controls adhered to • Some concerns over use of disclosure records
Engagement of the BT Investment Board • BTIB not involved in September forecast • CAO Director attended two key BTIB meetings in the course of the annual investment review	• Operated at a Group strategic level • No signs of seeking to inappropriately control Openreach
Key Documents • Including all core documents, Board papers and CAO's email review • Broader review than requested by Openreach,	• No evidence of directional control of Openreach • Exchanges vs process focussed
Stakeholder perceptions • Feedback from Openreach Chairman and BT Finance	• Generally positive • But concern over communications of targets to Openreach Board
Levels of capex sought and allocated • Review of changes since MTP18 agreed and drivers for them • Review of proposals for MTP19 and drivers of change in Openreach proposals	• Drivers understood • Significant additional in-year capex funding

Project SeeSaw: a review of relationships between BT Group and Openreach corporate functions

What did we do?
What did we find?

Project Seesaw – Our approach

What?

- A joint CMO/CAO project to review relationships between BT corporate functions and respective Openreach teams

How?

- Identification of corporate functions and key processes performed within that function
- Standard questionnaire template developed
- CMO led interviews with Openreach managers;
- CAO led interviews with the corresponding BT managers
- CAO and CMO correlated outputs

BT

Project Seesaw – Overview of November 2018 Findings

Agreed ways of working?

- Agreed way of working in all areas
- Work done in key areas such as Financial Planning and Strategy to clarify process
- CMO/CAO ongoing review to monitor progress

Documentation/Process Records?

- More work needed to formalise and document interworking and responsibilities in some areas
- CMO/CAO will follow up with these teams during Q1 2019/20 to assess progress

Greater Openreach Independence?

- Many functions reported a distinctive and different way of working in Openreach compared to other BT CFUs
- Several instances of greater Openreach independence compared to other CFUs
- Other areas reported all CFUs had a high degree of autonomy, with each CFU able to make the right decisions for their business area

Right balance struck?

- Broadly interviewees felt the right balance has been struck
- CAO & CMO will follow up with key areas during Q4 2018/19 and with other areas during Q1 2019/20 to assess whether newly agreed ways of working are "bedding in" and/or process on formalising and documenting agreed ways of working

BT

QUESTIONS?

Cathryn Ross

Next Steps & Close