

Communications Committee 6 November 2012

Name change project report

Executive summary and recommendations

Introduction

On Wednesday 1 August 2012 we changed our name from the Health Professions Council to the Health and Care Professions Council. The change was brought about by the Health and Social Care Act 2012.

Decision

This paper is for information only. No decision is required.

Background information

Further to previous papers presented to Committee on Wednesday 22 June 2011 and Thursday 23 February 2012 (and a paper presented to Council on Thursday 1 March 2012), this paper provides a report on the progress of the name change project.

Resource implications

All activities are covered by the project plan budget.

Financial implications

As above.

Appendix

Name change project plan (top-level only)

Date of paper

26 October 2012

Communications Committee 6 November 2012

Name change project report

Overview and approach

On Wednesday 1 August 2012 we changed our name from the Health Professions Council to the Health and Care Professions Council. The change was brought about by the Health and Social Care Act 2012.

In October 2010, we commissioned research to help inform the perception of different possible names, and words such as 'regulator' and 'council'. The research involved telephone and face-to-face interviews and focus groups with members of the public and current registrants. The research showed that:

- 81 per cent of the general public felt that 'Health and Care Professions Council' could best reflect the role of a regulator of many different professions;
- 76 per cent of the general public associated the term 'care professional' with 'social worker'; and
- in focus groups HCPC was the preferred option with both the public and the professionals we currently regulate.

The project was designated a 'major project' because it effected every department in the organisation and was run along Prince 2 methodologies. A Project Team was formed, with representatives from all the departments involved. The Project Board and Team met regularly and the Executive Management Team and Council received regular updates.

A communications plan was written which included a stakeholder analysis and set out internal and external communication activities to ensure that all audiences were made aware of the change. More information about our communication activities are set out in the paragraphs below.

Scope

Every department was effected by the change but statistically some of the most significant groups of documents to be updated were:

- 400 Fitness to Practise Department documents, including Practise Notes and standard letters;
- 300 Education Department forms, policies, standard letters and documentation;
- 200 Registration Department documents; and
- 200 Human Resources and Partner documents.

As well as these changes there were significant internal work and external resources required elsewhere. We reprinted all publications and other printed communication materials, including stationery. The IT changes were also significant and included updating the online system for registration renewal and all email addresses. We also reviewed and made numerous changes to the website including the addition of the new logo, changes to the number of professions and alterations to terminology.

For more detail on the activities undertaken, please see the top-level project plan which is appended to this paper.

New strapline

We changed our strapline from “Protecting the public; Regulating health professionals” to “Regulating health, psychological and social work professionals”. The public protection message has not been lost and is included in explanatory materials.

The new strapline has been used on the materials which bore the old strapline, including our website and social media platforms, our public information posters and leaflets and on all the banners and display materials which we take to professional and public-facing conferences, exhibitions and events.

We are using the strapline on our most public and prominent materials, with particular emphasis on materials which will be accessed by members of the public and professionals, to reinforce who we are and what we do.

Revised logo

We worked with an external design agency to produce a revised logo. Having considered a number of options we chose a solution which represented the least change to the existing logo. We felt that this would help to consolidate any existing external awareness of our visual identity and would also appear a proportionate approach.

Revised HCPC registration logo

As part of the name change project we revised the HPC registration logo. This is a version of the main corporate logo which registrants can use on their own materials to promote their registration. We suspended distribution of the old logo and (six months prior to name change) placed a message on the relevant website pages to inform registrants that the registration logo was being changed. In July 2012 we emailed the 3,363 registrants who had previously downloaded the logo and provided information about the change and how to access the revised logo. To date 1,876 registrants have downloaded the revised HCPC registration logo.

Key communication activities

The communication plan ran alongside the main project plan and communicated the name change to a range of internal and external stakeholders including employees, Council and committee members, Partners, Registrants, education providers, service users and members of the public, and professional bodies and other key external stakeholders. Key activities included:

- articles in HPC Update (internal newsletter) and on intranet;
- a presentation at all-employee meeting (Tuesday 17 July 2012);
- articles in HPC In Focus (newsletter);
- articles in Education Update (newsletter for education providers);
- updated web pages (including FAQs in advance of name change and guidance on implementing the revised Registration logo);
- an email to Partners (with updated forms);
- an email to key external stakeholders including professional bodies and other regulators;
- news stories on internet (including 'spotlight' on home page from July 2012);
- briefings in presentations at Meet the HPC events and external conferences;
- briefings at meetings with professional bodies;
- social media updates (Facebook, Twitter, LinkedIn, HCPC blog); and
- a media release on name change to professional media (coverage included articles in BAPOMag, The Biomedical Scientist, Compass, Dietetics Today, Journal of Operating Department Practice, Journal of Paramedic Practice, Journal of Podiatric Medicine, Modern Gov, OT News, Podiatry Now and Professional Social Work).

We also produced an A5 flyer, titled *We are changing our name*, which was inserted with all correspondence from the organisation a month before the name change.

Our free public information materials (posters and leaflets) were updated as part of the project and these are being distributed to selected GP surgeries (waiting rooms) and pharmacies across the UK throughout October. We are also undertaking signposting work, and are contacting relevant organisations to advise of the name change.

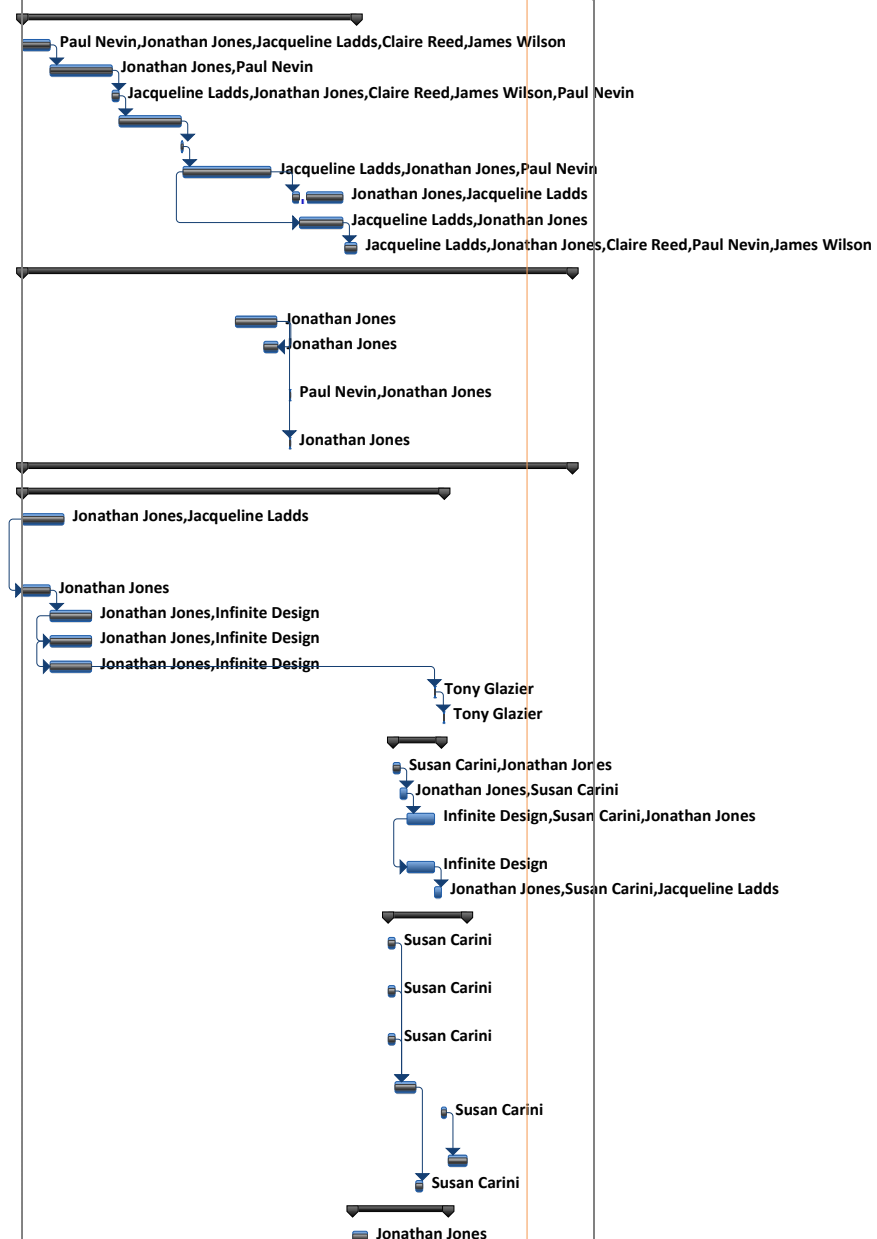
Conclusion and lessons learned

We received just seven complaints overall which related specifically to the name change. These were all from registrants and all related to the revised registration logo or not being given enough notice of the name change. Complainants were particularly concerned that they had not been given enough time to change materials in the time between the new logo being issued (in July 2012) and the name change (from 1 August 2012). In response to these concerns, we reassured registrants that there was no deadline for the discontinuation of the old registration logo or a requirement for registrants to change their marketing materials immediately.

Some internal and infrastructure activities are ongoing. However, the main objectives of the project have been achieved and all work was completed according to the project plan. The Project Team will meet for the last time on Monday 5 November 2012 to formally capture any learning points.

October 2012

ID	Task Mode	Task Name	Duration	Start	Finish	Per	01 April	11 September	21 February	01 August	11 January	21 June	0						
						27/12	14/03	30/05	15/08	31/10	16/01	02/04	18/06	03/09	19/11	04/02	22/04	08/07	23/09
0		New Name project	402 days	Wed 01/06/11	Mon 31/12/12														
1	✓	Project Initiation	237.88 days	Wed 01/06/11	Fri 04/05/12														
2	✓	Define business owners and project team	20 days	Wed 01/06/11	Wed 29/06/11														
3	✓	Compile cost gathering spreadsheet	45 days	Wed 29/06/11	Wed 31/08/11														
4	✓	Sign off cost gathering spreadsheet	5 days	Wed 31/08/11	Wed 07/09/11														
5	✓	Compile activity and resource requirements	45 days	Wed 07/09/11	Wed 09/11/11														
6	✓	Sign off on activity and resource requirements	2 days	Wed 09/11/11	Fri 11/11/11														
7	✓	Develop communications strategy	60 days	Fri 11/11/11	Wed 08/02/12														
8	✓	Finalise and sign off communications strategy	30 days	Thu 01/03/12	Fri 20/04/12														
9	✓	Develop quality plan	30 days	Thu 08/03/12	Fri 20/04/12														
10	✓	Finalise and sign off quality plan	10 days	Mon 23/04/12	Fri 04/05/12														
11		Project Build: Programme of changes to external-facing products	389 days	Wed 01/06/11	Mon 10/12/12														
12	✓	Paper on name change for ETC drafted	30 days	Tue 03/01/12	Tue 14/02/12														
13	✓	Meet with legal advisor re Intellectual Property issue of registering logo	10 days	Wed 01/02/12	Wed 15/02/12														
14	✓	Specify Requirements with Business Owners (finalised logo, agreed wording for documents etc)	1 day	Mon 27/02/12	Tue 28/02/12														
15	✓	Paper on name change submitted to ETC	1 day	Mon 27/02/12	Tue 28/02/12														
16		Communications	389 days	Wed 01/06/11	Mon 10/12/12														
17	✓	Visual Identity Changes	298 days	Wed 01/06/11	Thu 02/08/12														
18	✓	Revise the organisation's visual identity guidelines to incorporate a revised HPC registration logo and strapline	30 days	Wed 01/06/11	Wed 13/07/11														
19	✓	Commission agency to redraw the logo	20 days	Wed 01/06/11	Wed 29/06/11														
20	✓	Redraw the registration logo	30 days	Wed 29/06/11	Wed 10/08/11														
21	✓	Make changes to Welsh identity	30 days	Wed 29/06/11	Wed 10/08/11														
22	✓	Refresh of visual identity	30 days	Wed 29/06/11	Wed 10/08/11														
23	✓	Reception Plasma TV changed and testing	1 day	Mon 23/07/12	Tue 24/07/12														
24	✓	Reception Plasma TV goes live	1 day	Wed 01/08/12	Thu 02/08/12														
25		Procure New Banners	35 days	Mon 11/06/12	Mon 30/07/12														
26	✓	Engage with Infinite Design	5 days	Mon 11/06/12	Mon 18/06/12														
27	✓	Make changes	5 days	Mon 18/06/12	Mon 25/06/12														
28	⚠	Review new banner design (up to four cycles of review and revision)	20 days	Mon 25/06/12	Mon 23/07/12														
29	⚠	Infinite Design make revisions	20 days	Mon 25/06/12	Mon 23/07/12														
30	⚠	Sign off on changes	5 days	Mon 23/07/12	Mon 30/07/12														
31	✓	HPC Branded Products	57.88 days	Wed 06/06/12	Fri 24/08/12														
32	✓	Engage with Bown Enterprises re Conference Bags	5 days	Wed 06/06/12	Wed 13/06/12														
33	✓	Engage with All Wag Promotions Limited re branded table cloths for events	5 days	Wed 06/06/12	Wed 13/06/12														
34	✓	Engage with Pitlane Promotions Limited re Pens, Pencils, Post-its, Umbrellas	5 days	Wed 06/06/12	Wed 13/06/12														
35	✓	Suppliers make changes	15 days	Wed 13/06/12	Wed 04/07/12														
36	✓	Engage with Bown Enterprises re Cotton Event Bags	5 days	Mon 30/07/12	Fri 03/08/12														
37	✓	Suppliers make changes	15 days	Mon 06/08/12	Fri 24/08/12														
38	✓	Sign off on changes and goods received	5 days	Wed 04/07/12	Wed 11/07/12														
39	✓	Mailings to stakeholders	66 days	Tue 01/05/12	Mon 06/08/12														
40	✓	Guidance on change of main corporate logo released to education providers	10 days	Tue 01/05/12	Wed 16/05/12														



ID	Task Mode	Task Name	Duration	Start	Finish	ber	01 April	11 September	21 February	01 August	11 January	21 June	0							
						27/12	14/03	30/05	15/08	31/10	16/01	02/04	18/06	03/09	19/11	04/02	22/04	08/07	23/09	
41	✓	Stakeholder emails sent	5 days	Mon 09/07/12	Mon 16/07/12								Jonathan Jones							
42	✓	Contact Registrants who have downloaded the registration logo to inform them that this has changed	5 days	Mon 09/07/12	Mon 16/07/12								Jonathan Jones, Daniel Knight							
43	✓	Change name with international organisations HPC is members of - such as IAMRA and CLEAR.	20 days	Mon 09/07/12	Mon 06/08/12								Daniel Knight							
44	✓	Website Changes	174 days	Mon 02/04/12	Mon 10/12/12															
45	✓	HPC domains to go live and point to existing HPC website	18 days	Mon 02/04/12	Mon 30/04/12								Tony Glazier, Rick Welsby							
46	✓	Online registration portal (logo and metadata)	10 days	Mon 16/04/12	Mon 30/04/12								DSL, Paul Nevin							
47	✓	New registration logo request form and facility to download new logo	10 days	Wed 06/06/12	Tue 19/06/12								Tony Glazier, Daniel Knight, Jason Roth, Richard Watling							
48	✓	Main website (logo amends throughout)	5 days	Tue 31/07/12	Tue 07/08/12								Tony Glazier, Rick Welsby, Daniel Knight							
49	✓	Main website (content)	20 days	Tue 31/07/12	Wed 29/08/12								Tony Glazier, Rick Welsby, Daniel Knight							
50	✓	Main website (headers and footers and html metadata)	5 days	Tue 31/07/12	Tue 07/08/12								Tony Glazier, Daniel Knight							
51	✓	TV section of main HPC website (logo)	5 days	Tue 31/07/12	Tue 07/08/12								Tony Glazier, Rick Welsby, Daniel Knight							
52	✓	TV section of main HPC website (metadata)	5 days	Tue 31/07/12	Tue 07/08/12								Tony Glazier, Daniel Knight							
53	✓	HPCheck (logo)	5 days	Tue 31/07/12	Tue 07/08/12								Tony Glazier, Rick Welsby, Daniel Knight							
54	✓	Health Regulation Worldwide (logo)	5 days	Tue 31/07/12	Tue 07/08/12								Tony Glazier, Daniel Knight							
55	✓	CMS (logo)	5 days	Tue 31/07/12	Tue 07/08/12								Tony Glazier, Daniel Knight							
56	✓	HPCheck (content)	5 days	Tue 31/07/12	Tue 07/08/12								Tony Glazier, Daniel Knight							
57	✓	Health Regulation Worldwide (content)	5 days	Tue 31/07/12	Tue 07/08/12								Tony Glazier, Daniel Knight							
58	✓	iPhone app (logo on splash screen only and text amends)	10 days	Tue 31/07/12	Tue 14/08/12								Tony Glazier, Daniel Knight, Mubaloo, Guy Gaskins							
59	✓	Online Trust Register (Multiple Search Register)	5 days	Tue 31/07/12	Tue 07/08/12								Daniel Knight, Tony Glazier							
60	✓	Online registration portal (content not previously amended by DSL)	5 days	Tue 31/07/12	Tue 07/08/12								Tony Glazier, James Wilson, Daniel Knight							
61	✓	New registration logo request form goes live	1 day	Mon 16/07/12	Tue 17/07/12															
62	✓	Online registration portal (logo and metadata) goes live	5 days	Mon 30/07/12	Mon 06/08/12								DSL, Paul Nevin							
63	✓	HPC blog (logo)	1 day	Wed 01/08/12	Thu 02/08/12								Tony Glazier, Daniel Knight							
64	✓	HPCheck (domain name)	5 days	Mon 03/12/12	Mon 10/12/12								Tony Glazier, Rick Welsby, Daniel Knight							
65	✓	Publications Amended	79.13 days	Tue 03/04/12	Mon 30/07/12															
66	✓	Ensure storage facilities available for publications (HPC and HCPC)	31 days	Tue 03/04/12	Fri 18/05/12								Jonathan Jones, Daniel Knight							
67	✓	Provide Purbrooks with amendments for Standards	11 days	Wed 02/05/12	Fri 18/05/12								Daniel Knight, Jonathan Jones							
68	✓	Standards processed and received	19 days	Fri 18/05/12	Mon 18/06/12								Jonathan Jones, Daniel Knight							
69	✓	Provide Purbrooks with requirements for Public Awareness Campaigns and FtP publications	7 days	Wed 02/05/12	Fri 11/05/12								Daniel Knight, Jonathan Jones							
70	✓	Public Awareness Campaigns and FtP publications processed and received	18 days	Mon 14/05/12	Fri 08/06/12								Jonathan Jones, Daniel Knight							
71	✓	Provide Purbrooks with requirements for Education and Guidance, Information for Employers, Information for Journalists	8 days	Fri 01/06/12	Fri 15/06/12								Daniel Knight, Jonathan Jones							
72	✓	Education and Guidance/Policy publications, Information for Employers, Information for Journalists processed and received	20 days	Mon 18/06/12	Fri 13/07/12								Jonathan Jones, Daniel Knight							
73	✓	Sign off on amended publications	10 days	Mon 16/07/12	Mon 30/07/12								Jonathan Jones, Jacqueline Ladds							
74	✓	Stationery	63 days	Tue 01/05/12	Wed 01/08/12															

ID	Task Mode	Task Name	Duration	Start	Finish	Per	01 April	11 September	21 February	01 August	11 January	21 June	0						
						27/12	14/03	30/05	15/08	31/10	16/01	02/04	18/06	03/09	19/11	04/02	22/04	08/07	23/09
75	✓	Name change flyer / leaflet	20 days	Tue 01/05/12	Wed 30/05/12								Jonathan Jones						
76	✓	Provide Purbrooks with amendments for stationery changes	5 days	Wed 06/06/12	Wed 13/06/12								Jonathan Jones, Daniel Knight						
77	✓	Changes made to Letterhead x60,000 (general)	15 days	Wed 13/06/12	Wed 04/07/12								Jonathan Jones, Daniel Knight, Purbrooks						
78	✓	Changes made to Letterhead x250,000 (Registrations)	15 days	Wed 13/06/12	Wed 04/07/12								Jonathan Jones, Daniel Knight, Purbrooks						
79	✓	Changes made to Letterhead x20,000 (FTP)	15 days	Wed 13/06/12	Wed 04/07/12								Jonathan Jones, Daniel Knight, Purbrooks						
80	✓	Changes made to Letterhead x10,000 (Welsh / bilingual)	15 days	Wed 13/06/12	Wed 04/07/12								Jonathan Jones, Daniel Knight, Purbrooks						
81	✓	Changes made to Business cards x75 names x200	15 days	Wed 13/06/12	Wed 04/07/12								Jonathan Jones, Daniel Knight, Purbrooks						
82	✓	Changes made to Feedback forms for meeting rooms x1,500	15 days	Wed 13/06/12	Wed 04/07/12								Jonathan Jones, Daniel Knight, Purbrooks						
83	✓	Changes made to Compliment slips	15 days	Wed 13/06/12	Wed 04/07/12								Jonathan Jones, Daniel Knight, Purbrooks						
84	✓	Amended documents delivered and signed off	4 days	Thu 26/07/12	Wed 01/08/12								Jonathan Jones, Daniel Knight						
85	✓	Other changes	2 days	Tue 31/07/12	Thu 02/08/12								Jonathan Jones						
86	✓	Internal telephone messages in department	2 days	Tue 31/07/12	Thu 02/08/12								Jonathan Jones						
87	✓	Individual email signatures in department	2 days	Tue 31/07/12	Thu 02/08/12								Jonathan Jones						
88	✓	Education	147.13 days	Tue 03/01/12	Thu 02/08/12														
89	✓	Education communicate name change to education providers through emailed articles	20 days	Tue 03/01/12	Mon 30/01/12								Tracey Samuel-Smith						
90	✓	Education communicate name change to education providers through emailed articles	20 days	Tue 01/05/12	Tue 29/05/12								Tracey Samuel-Smith						
91	✓	Change Approval process documents – standard forms, guidance notes and letters/emails (approx. 100 documents)	40 days	Tue 08/05/12	Wed 04/07/12								Tracey Samuel-Smith						
92	✓	Change Annual monitoring process documents – standard forms, guidance notes and letters/emails (approx. 50 documents)	40 days	Tue 08/05/12	Wed 04/07/12								Tracey Samuel-Smith						
93	✓	Change Major change process documents – standard forms, guidance notes and letters/emails (approx. 50 documents)	40 days	Tue 08/05/12	Wed 04/07/12								Tracey Samuel-Smith						
94	✓	Change Complaints process – standard forms, guidance notes and letters/emails (approx. 30 documents)	40 days	Tue 08/05/12	Wed 04/07/12								Tracey Samuel-Smith						
95	✓	Miscellaneous internal documents – induction forms and handbook (5 documents)	40 days	Tue 08/05/12	Wed 04/07/12								Tracey Samuel-Smith						
96	✓	General guidance documents for education providers – including age discrimination, FAQs, overseas approval (5 documents)	40 days	Tue 08/05/12	Wed 04/07/12								Tracey Samuel-Smith						
97	✓	Education in-box standard templates (15 stationery emails)	40 days	Tue 08/05/12	Wed 04/07/12								Tracey Samuel-Smith						
98	✓	Sign off on changes	5 days	Thu 05/07/12	Wed 11/07/12								Abi Gorrige, Tracey Samuel-Smith						
99	✓	Other changes	2 days	Tue 31/07/12	Thu 02/08/12								Tracey Samuel-Smith						
100	✓	Internal telephone messages in department	2 days	Tue 31/07/12	Thu 02/08/12								Tracey Samuel-Smith						
101	✓	Individual email signatures in department	2 days	Tue 31/07/12	Thu 02/08/12								Tracey Samuel-Smith						
102	✓	Facilities	105 days	Thu 01/03/12	Thu 02/08/12														
103	✓	Confirm Business Card requirements with HPC users	20 days	Thu 01/03/12	Thu 29/03/12								Steve Hall						
104	✓	Engage with Suppliers re infrastructure changes	10 days	Mon 23/04/12	Tue 08/05/12								Steve Hall						
105	✓	Order external nameplates	5 days	Tue 08/05/12	Tue 15/05/12								Steve Hall						
106	✓	External nameplates built	20 days	Tue 15/05/12	Thu 14/06/12								Steve Hall, WayFinder						
107	✓	External nameplates received	5 days	Thu 14/06/12	Thu 21/06/12								Steve Hall						

ID	Task Mode	Task Name	Duration	Start	Finish	Owner	01 April	11 September	21 February	01 August	11 January	21 June	0							
						27/12	14/03	30/05	15/08	31/10	16/01	02/04	18/06	03/09	19/11	04/02	22/04	08/07	23/09	
108	✓	External nameplates installed	1 day	Tue 31/07/12	Wed 01/08/12								Steve Hall							
109	✓	Order 3D logos x2 (reception and rear doors)	5 days	Tue 08/05/12	Tue 15/05/12								Steve Hall							
110	✓	3D logos x2 (reception and rear doors) built	20 days	Tue 15/05/12	Thu 14/06/12								Steve Hall,WayFinder							
111	✓	3D logos x2 (reception and rear doors) received	5 days	Thu 14/06/12	Thu 21/06/12								Steve Hall							
112	✓	3D logos x2 installed	1 day	Tue 31/07/12	Wed 01/08/12								Steve Hall							
113	✓	Order manifestation to waiting room glazed partition (and those elsewhere in building inc. Room H)	5 days	Tue 08/05/12	Tue 15/05/12								Steve Hall							
114	✓	Manifestation to waiting room glazed partition (and those elsewhere in building inc. Room B, Room H, Reception Waiting Room) built	20 days	Tue 15/05/12	Thu 14/06/12								Steve Hall,WayFinder							
115	✓	Manifestation to waiting room glazed partition (and those elsewhere in building inc. Room H) received	5 days	Thu 14/06/12	Thu 21/06/12								Steve Hall							
116	✓	Manifestation to waiting room glazed partition (and those elsewhere in building inc. Room H) installed	1 day	Tue 31/07/12	Wed 01/08/12								Steve Hall,WayFinder							
117	✓	Engage with Suppliers re visitor passes	10 days	Tue 01/05/12	Wed 16/05/12								Sylvia Armstrong,Steve Hall,Purbrooks							
118	✓	Changes made to visitor passes (standard carriages)	20 days	Wed 16/05/12	Fri 15/06/12								Steve Hall,Sylvia Armstrong,Purbrooks							
119	✓	Changes made to visitor passes (HPC new pass)	20 days	Wed 16/05/12	Fri 15/06/12								Steve Hall,Sylvia Armstrong							
120	✓	Changes made to visitor passes (proof creation)	20 days	Wed 16/05/12	Fri 15/06/12								Steve Hall,Sylvia Armstrong							
121	✓	Changes to visitor passes signed off	5 days	Fri 15/06/12	Fri 22/06/12								Steve Hall,Sylvia Armstrong							
122	✓	Franking machine logo changed	20 days	Mon 23/04/12	Tue 22/05/12								Chris White,Steve Hall,Frama							
123	✓	Order statutory CCTV signs x2	10 days	Tue 01/05/12	Wed 16/05/12								Steve Hall,Seton Signs							
124	✓	Statutory CCTV signed installed	1 day	Tue 31/07/12	Wed 01/08/12								Steve Hall,Rick Welsby							
125	✓	Change fax machine HCPC header identification (other departments will need to amend their own fax machines)	40 days	Tue 01/05/12	Fri 29/06/12								Steve Hall,Rick Welsby							
126	✓	Make changes to messages on reception and Registration telephone systems	10 days	Mon 02/07/12	Mon 16/07/12								James Wilson,Rick Welsby							
127	✓	Other changes	2 days	Tue 31/07/12	Thu 02/08/12								Steve Hall							
128	✓	Internal telephone messages in department	2 days	Tue 31/07/12	Thu 02/08/12								Steve Hall							
129	✓	Individual email signatures in department	2 days	Tue 31/07/12	Thu 02/08/12								Steve Hall							
130	✓	Finance	105 days	Thu 15/03/12	Thu 16/08/12															
131	✓	Make Legally Required Changes	84 days	Thu 15/03/12	Wed 18/07/12															
132	✓	Paper for F&R Committee setting out name changes	1 day	Thu 15/03/12	Fri 16/03/12								Charlotte Milner							
133	✓	BACS account to change the Direct Debit Instruction (DDI) to be collected in the new name and change the DDI mandates	40 days	Tue 01/05/12	Fri 29/06/12								Charlotte Milner							
134	✓	Registration processing payments (Streamline machine) to change name on receipts	20 days	Wed 06/06/12	Wed 04/07/12								Charlotte Milner							
135	✓	Cardnet contacted re account name change	20 days	Wed 06/06/12	Wed 04/07/12								Charlotte Milner							
136	✓	Procure new cheques from bank	20 days	Wed 06/06/12	Wed 04/07/12								Charlotte Milner							
137	✓	Procure new paying in books from bank	20 days	Wed 06/06/12	Wed 04/07/12								Charlotte Milner							
138	✓	Change name in Sage Accounts	20 days	Wed 06/06/12	Wed 04/07/12								Charlotte Milner							
139	✓	Sage Software Licence Agreement (SLA) to be transferred to new name	20 days	Wed 06/06/12	Wed 04/07/12								Charlotte Milner							
140	✓	Change bank mandate	20 days	Wed 06/06/12	Wed 04/07/12								Charlotte Milner							
141	✓	Sign off on legal changes	10 days	Wed 04/07/12	Wed 18/07/12								Charlotte Milner							
142	✓	Change Finance Forms	25 days	Wed 06/06/12	Wed 11/07/12															
143	✓	Change remittance advice form	20 days	Wed 06/06/12	Wed 04/07/12								Charlotte Milner							

ID	Task Mode	Task Name	Duration	Start	Finish	01 April		11 September		21 February		01 August		11 January		21 June		0
						27/12	14/03	30/05	15/08	31/10	16/01	02/04	18/06	03/09	19/11	04/02	22/04	
144	✓	Change expense claim forms – employees, Council, Committees, Partners (incl invoice template), Witnesses (needed for Partners email)	15 days	Wed 06/06/12	Wed 27/06/12								Charlotte Milner					
145	✓	Sign off on form changes	10 days	Wed 27/06/12	Wed 11/07/12								Charlotte Milner					
146	✓	Other finance changes	74 days	Tue 01/05/12	Thu 16/08/12													
147	✓	Contact banks re name change	20 days	Tue 01/05/12	Wed 30/05/12								Charlotte Milner					
148	✓	Change logo & wording on Direct Debit mandate	20 days	Tue 01/05/12	Wed 30/05/12								Charlotte Milner					
149	✓	Change logo on PRS (need to contact Sage suppliers)	20 days	Wed 06/06/12	Wed 04/07/12								Charlotte Milner					
150	✓	Procure new purchase ledger stamps	20 days	Wed 06/06/12	Wed 04/07/12								Charlotte Milner					
151	✓	Online Worldpay account change	20 days	Wed 06/06/12	Wed 04/07/12								Charlotte Milner					
152	✓	Worldpay logo changed	20 days	Wed 06/06/12	Wed 04/07/12								Charlotte Milner					
153	✓	Contact all suppliers in PRS	5 days	Wed 04/07/12	Wed 11/07/12								Charlotte Milner					
154	✓	Supplier emails sent (ALMO, Deepstore, Europa Quality Print, Education providers, IELTS, IMI, Keesing, Kroll, Maintel, NIMIC (re IMI/Europa database), Royal Mail, Service Point, Streamline, Worldpay, UK NARIC)	5 days	Wed 04/07/12	Wed 11/07/12								Charlotte Milner					
155	✓	Internal telephone messages in department	2 days	Tue 31/07/12	Thu 02/08/12								Charlotte Milner					
156	✓	Individual email signatures in department	2 days	Tue 31/07/12	Thu 02/08/12								Charlotte Milner					
157	✓	Sign off on finance changes	10 days	Thu 02/08/12	Thu 16/08/12								Charlotte Milner					
158	✓	Fitness to Practise	64.13 days	Tue 01/05/12	Thu 02/08/12													
159	✓	Changes made to documentation (internal changes): Practice notes (hard copy and on website), indicative sanctions policy, health and character policy, prosecutions policy and retention policy changed	40 days	Tue 01/05/12	Thu 28/06/12									Alan Shillabeer, Jason Rowbottom				
160	✓	Changes made to documentation (internal changes): FTP operational guidance documents (FOGs) changed	40 days	Tue 01/05/12	Thu 28/06/12									Alan Shillabeer, Jason Rowbottom				
161	✓	Changes made to documentation (internal changes): Logging, decision and assessment forms (approximately 286 standard documents / templates to be amended and uploaded onto Case Management System)	40 days	Tue 01/05/12	Thu 28/06/12									Alan Shillabeer, Jason Rowbottom				
162	✓	DK access to Designer	3 days	Thu 21/06/12	Tue 26/06/12								Delwyn King, Rick Welsby, Paul Nevin					
163	✓	Make changes in Designer	5 days	Tue 26/06/12	Tue 03/07/12								Delwyn King					
164	✓	Deploy into test system	3 days	Tue 03/07/12	Fri 06/07/12								Delwyn King, Rick Welsby					
165	✓	Testing in test system	7 days	Fri 06/07/12	Tue 17/07/12								Delwyn King					
166	✓	Deploy into live	1 day	Tue 31/07/12	Wed 01/08/12								Rick Welsby					
167	✓	Sanity testing on live deployment	1 day	Tue 31/07/12	Wed 01/08/12													
168	✓	Flyer in letter to Registrants, Employers, Complainant and Witnesses involved in cases that will be live on the date of the name change	5 days	Mon 02/07/12	Mon 09/07/12								Alan Shillabeer, Jason Rowbottom					
169	✓	Change signage for hearings	5 days	Mon 09/07/12	Mon 16/07/12								Jason Rowbottom					
170	✓	Sign off on FtP changes	10 days	Mon 09/07/12	Mon 23/07/12								Alan Shillabeer, Jason Rowbottom					
171	✓	Upload new CMS documents	1 day	Mon 30/07/12	Tue 31/07/12								Rick Welsby					
172	✓	Other changes	2 days	Tue 31/07/12	Thu 02/08/12													
173	✓	Internal telephone messages in department	2 days	Tue 31/07/12	Thu 02/08/12								Alan Shillabeer, Jason Rowbottom					
174	✓	Individual email signatures in department	2 days	Tue 31/07/12	Thu 02/08/12								Alan Shillabeer, Jason Rowbottom					
175	✓	Human Resources	56 days	Mon 14/05/12	Thu 02/08/12													

ID	Task Mode	Task Name	Duration	Start	Finish	ber	01 April	11 September	21 February	01 August	11 January	21 June	0						
						27/12	14/03	30/05	15/08	31/10	16/01	02/04	18/06	03/09	19/11	04/02	22/04	08/07	23/09
176	✓	Make changes to Policies (approx 30)	20 days	Mon 14/05/12	Wed 13/06/12								Georgia Akuffo-Kumih,Sam Ha,Kim Wilcox						
177	✓	Make changes to Template Letters	20 days	Mon 14/05/12	Wed 13/06/12								Georgia Akuffo-Kumih,Sam Ha,Kim Wilcox						
178	✓	Make changes to Forms	20 days	Mon 14/05/12	Wed 13/06/12								Georgia Akuffo-Kumih,Sam Ha,Kim Wilcox						
179	✓	Make changes to other HR documents	20 days	Mon 14/05/12	Wed 13/06/12								Georgia Akuffo-Kumih,Sam Ha,Kim Wilcox						
180	✓	Write to EAP providers	20 days	Mon 14/05/12	Wed 13/06/12								Georgia Akuffo-Kumih,Sam Ha,Kim Wilcox						
181	✓	Make changes in new employees and temps database (Contract Variation Form) (Lotus Notes database)	20 days	Mon 14/05/12	Wed 13/06/12								Georgia Akuffo-Kumih,Sam Ha,Kim Wilcox						
182	✓	Sign off on pre-1 August HR changes	5 days	Wed 13/06/12	Wed 20/06/12								Teresa Haskins,Georgia Akuffo-Kumih,Sam Ha,Kim Wilcox						
183	✓	Other changes	2 days	Tue 31/07/12	Thu 02/08/12								Georgia Akuffo-Kumih,Sam Ha,Kim Wilcox						
184	✓	Internal telephone messages in department	2 days	Tue 31/07/12	Thu 02/08/12								Georgia Akuffo-Kumih,Sam Ha,Kim Wilcox						
185	✓	Individual email signatures in department	2 days	Tue 31/07/12	Thu 02/08/12								Georgia Akuffo-Kumih,Sam Ha,Kim Wilcox						
186	✓	IT	60 days	Tue 08/05/12	Thu 02/08/12														
187	✓	Change all email addresses (and keep old addresses pointing to new addresses)	40 days	Tue 08/05/12	Thu 05/07/12								Rick Welsby,Lan2Lan						
188	✓	Change Email databases x150	40 days	Tue 08/05/12	Thu 05/07/12								Rick Welsby						
189	✓	Change Group email databases x90	40 days	Tue 08/05/12	Thu 05/07/12								Rick Welsby						
190	✓	Change logo on monitor desktop	40 days	Tue 08/05/12	Thu 05/07/12								Rick Welsby						
191	✓	Other changes	2 days	Tue 31/07/12	Thu 02/08/12														
192	✓	Internal telephone messages in department	2 days	Tue 31/07/12	Thu 02/08/12								Rick Welsby						
193	✓	Individual email signatures in department	2 days	Tue 31/07/12	Thu 02/08/12								Rick Welsby						
194	✓	Partners	41 days	Wed 06/06/12	Thu 02/08/12														
195	✓	Change Partner Policies	20 days	Wed 06/06/12	Wed 04/07/12								Hayley Graham						
196	✓	Change Partner Recruitment Documents	20 days	Wed 06/06/12	Wed 04/07/12								Hayley Graham,Deborah Dawkins,Eva Nordstrom-Amy						
197	✓	Change Partner Appraisal Forms	20 days	Wed 06/06/12	Wed 04/07/12								Hayley Graham,Eva Nordstrom-Amy						
198	✓	Sign off on Partners products	5 days	Wed 04/07/12	Wed 11/07/12								Hayley Graham,Teresa Haskins						
199	✓	Email to Partners about change of name (incl expense forms and pro forma invoice)	5 days	Wed 11/07/12	Wed 18/07/12								Hayley Graham						
200	✓	Partners documents uploaded to website	5 days	Wed 11/07/12	Wed 18/07/12								Hayley Graham						
201	✓	Other changes	2 days	Tue 31/07/12	Thu 02/08/12														
202	✓	Internal telephone messages in department	2 days	Tue 31/07/12	Thu 02/08/12								Hayley Graham						
203	✓	Individual email signatures in department	2 days	Tue 31/07/12	Thu 02/08/12								Hayley Graham						
204	✓	Registration	122 days	Thu 01/03/12	Tue 28/08/12														
205	✓	NetRegulate and Online Renewals	97 days	Thu 01/03/12	Mon 23/07/12														
206	✓	Engage with IT and DSL	5 days	Thu 01/03/12	Thu 08/03/12								Paul Nevin,Jonathan Jones,Rick Welsby,James Wilson						
207	✓	UAT Release of NetRegulate and Online Renewals Name Changes	2 days	Thu 31/05/12	Fri 01/06/12								Paul Nevin						
208	✓	Testing of name changes	21 days	Wed 06/06/12	Thu 05/07/12								Paul Nevin						
209	✓	UAT Release 2 of NetRegulate and Online Renewals Name Changes	1 day	Mon 25/06/12	Tue 26/06/12								Paul Nevin						
210	✓	Sanity Testing	5 days	Mon 09/07/12	Fri 13/07/12								Paul Nevin						
211	✓	Live Release	1 day	Fri 20/07/12	Mon 23/07/12								Paul Nevin						
212	✓	General	75 days	Mon 02/04/12	Mon 23/07/12														
213	✓	Terms and Conditions in Online Renewals	1 day	Fri 20/07/12	Mon 23/07/12								James Wilson						
214	✓	Provide Europa with revised logo for CH and HAD certificate and registration cards	10 days	Mon 02/04/12	Wed 18/04/12								James Wilson,Jonathan Jones						
215	✓	Provide Europa with revised logo for all other professions' certificate and registration cards	10 days	Mon 18/06/12	Mon 02/07/12								James Wilson,Jonathan Jones						
216	✓	Europa provide finalised CH and HAD certificates and registration cards	10 days	Wed 18/04/12	Wed 02/05/12								Europa,James Wilson						
217	✓	Europa provide finalised certificates and registration cards	10 days	Mon 02/07/12	Mon 16/07/12								Europa,James Wilson						

ID	Task Mode	Task Name	Duration	Start	Finish	27/12	01 April	11 September	21 February	01 August	11 January	21 June	0
218	✓	Provide Europa with requirements for How to Complete your CPD profile, How to fill in your Registration Renewal Form, C5 Envelopes, Renewal Forms, DD mandates	10 days	Mon 11/06/12	Mon 25/06/12					James Wilson			
219	✓	Europa make changes	10 days	Mon 25/06/12	Mon 09/07/12					Europa,James Wilson			
220	✓	Amended documents received	10 days	Mon 09/07/12	Mon 23/07/12					James Wilson			
221	✓	Provide Accelerator with requirements for Registrant Surveys	10 days	Mon 11/06/12	Mon 25/06/12					James Wilson			
222	✓	Accelerator make changes	10 days	Mon 25/06/12	Mon 09/07/12					Accelerator,James Wilson			
223	✓	Amended documents received	10 days	Mon 09/07/12	Mon 23/07/12					James Wilson			
224	✓	CH and HAD HCPC certificates issued	10 days	Fri 01/06/12	Tue 19/06/12					James Wilson			
225	✓	UK Applications	61 days	Tue 01/05/12	Mon 30/07/12								
226	✓	Provide Europa with requirements for application form & guidance notes, registration certificates and registration cards	10 days	Tue 01/05/12	Wed 16/05/12					James Wilson			
227	✓	Europa make changes	20 days	Wed 16/05/12	Fri 15/06/12					Europa			
228	✓	Amended documents received	10 days	Fri 15/06/12	Fri 29/06/12					James Wilson			
229	✓	Changes made to documentation (internal changes): Pass list templates, equality and diversity forms	15 days	Mon 02/07/12	Mon 23/07/12					James Wilson			
230	✓	Sign off on changes	5 days	Mon 23/07/12	Mon 30/07/12					James Wilson			
231	✓	Readmissions	40 days	Tue 01/05/12	Fri 29/06/12								
232	✓	Provide Europa with requirements for application form and guidance notes and returners to practice forms	10 days	Tue 01/05/12	Wed 16/05/12					James Wilson			
233	✓	Europa make changes	20 days	Wed 16/05/12	Fri 15/06/12					Europa			
234	✓	Amended documents received	10 days	Fri 15/06/12	Fri 29/06/12					James Wilson			
235	✓	International	56 days	Tue 01/05/12	Mon 23/07/12								
236	✓	Provide Europa with requirements for application form and course information form	10 days	Tue 01/05/12	Wed 16/05/12					James Wilson			
237	✓	Europa make changes	20 days	Wed 16/05/12	Fri 15/06/12					Europa			
238	✓	Amended documents received	10 days	Fri 15/06/12	Fri 29/06/12					James Wilson			
239	✓	Changes made to documentation (internal changes): Verification letter templates	20 days	Mon 11/06/12	Mon 09/07/12					James Wilson			
240	✓	Sign off on changes	10 days	Mon 09/07/12	Mon 23/07/12					James Wilson			
241	✓	Paper renewals	40 days	Mon 02/07/12	Tue 28/08/12								
242	✓	Provide Europa with requirements for final renewal form and renewal return envelopes	10 days	Mon 02/07/12	Mon 16/07/12					James Wilson			
243	✓	Europa make changes	20 days	Mon 16/07/12	Mon 13/08/12					Europa			
244	✓	Amended documents received	10 days	Mon 13/08/12	Tue 28/08/12					James Wilson			
245	✓	CPD	20 days	Mon 18/06/12	Mon 16/07/12								
246	✓	Changes made to documentation (internal changes): CPD profile form and assessor guidance	10 days	Mon 18/06/12	Mon 02/07/12					James Wilson			
247	✓	Sign off on changes	10 days	Mon 02/07/12	Mon 16/07/12					James Wilson			
248	✓	Temporary registration	30 days	Mon 18/06/12	Mon 30/07/12								
249	✓	Changes made to documentation (internal changes): temp reg application form, temp reg database on Lotus Notes	20 days	Mon 18/06/12	Mon 16/07/12					James Wilson			
250	✓	Sign off on changes	10 days	Mon 16/07/12	Mon 30/07/12					James Wilson			
251	✓	Email Inboxes	30 days	Mon 18/06/12	Mon 30/07/12								

ID	Task Mode	Task Name	Duration	Start	Finish	27/12	01 April	11 September	21 February	01 August	11 January	21 June	0					
						14/03	30/05	15/08	31/10	16/01	02/04	18/06	03/09	19/11	04/02	22/04	08/07	23/09
252	✓	Changes made to standard templates for UK email; International email; International assessor; CPD email; CPD assessor; Verification email; Printing services; Outline bounce backs; Passlist	20 days	Mon 18/06/12	Mon 16/07/12								James Wilson					
253	✓	Sign off on changes	10 days	Mon 16/07/12	Mon 30/07/12								James Wilson					
254	✓	UK and International correspondence	30 days	Mon 18/06/12	Mon 30/07/12								James Wilson					
255	✓	Changes made to standard letters on NetRegulate	20 days	Mon 18/06/12	Mon 16/07/12								James Wilson					
256	✓	Sign off on changes	10 days	Mon 16/07/12	Mon 30/07/12								James Wilson					
257	✓	External organisations/suppliers to contact	10 days	Mon 02/07/12	Mon 16/07/12								James Wilson					
258	✓	Contact IELTS AND IMI with details of new name/logo etc	10 days	Mon 02/07/12	Mon 16/07/12								James Wilson					
259	✓	Other changes	2 days	Tue 31/07/12	Thu 02/08/12								James Wilson					
260	✓	Internal telephone messages in department	2 days	Tue 31/07/12	Thu 02/08/12								James Wilson					
261	✓	Individual email signatures in department	2 days	Tue 31/07/12	Thu 02/08/12								James Wilson					
262	✓	Secretariat	105.13 days	Thu 01/03/12	Thu 02/08/12								James Wilson					
263	✓	Paper to Council seeking formal agreement to proceed with changing the name of the organisation	20 days	Thu 01/03/12	Wed 28/03/12								Jacqueline Ladds,Jonathan Jones,Steve Rayner					
264	✓	Top level governance changes	21 days	Wed 06/06/12	Wed 04/07/12								Steve Rayner					
265	✓	Data management and data control	21 days	Wed 06/06/12	Wed 04/07/12								Steve Rayner					
266	✓	Code of Corporate Governance	21 days	Wed 06/06/12	Wed 04/07/12								Steve Rayner					
267	✓	Extranet - Council/Committee policies/procedures/forms	21 days	Wed 06/06/12	Thu 05/07/12								Steve Rayner					
268	✓	QMS published Council/Committee policies/procedures/forms	21 days	Wed 06/06/12	Thu 05/07/12								Steve Rayner					
269	✓	Procure new Council seal	20 days	Wed 06/06/12	Wed 04/07/12								Steve Rayner					
270	✓	Documents and content on website	19 days	Wed 04/07/12	Tue 31/07/12								Steve Rayner					
271	✓	Sign off on Secretariat changes	5 days	Wed 04/07/12	Wed 11/07/12								Steve Rayner,Louise Hart					
272	✓	Other changes	2 days	Tue 31/07/12	Thu 02/08/12								Steve Rayner					
273	✓	Internal telephone messages in department	2 days	Tue 31/07/12	Thu 02/08/12								Steve Rayner					
274	✓	Individual email signatures in department	2 days	Tue 31/07/12	Thu 02/08/12								Steve Rayner					
275		Project Build: Programme of changes to internal-facing products NOT required for go-live date	402 days	Wed 01/06/11	Mon 31/12/12													
276		Communications	30.13 days	Mon 03/09/12	Mon 15/10/12													
277		Engage with Europa re envelopes	5 days	Mon 03/09/12	Mon 10/09/12								Susan Carini					
278		Europa make changes to envelopes	20 days	Mon 10/09/12	Mon 08/10/12								Europa					
279		Sign off on changes to envelopes and goods received	5 days	Mon 08/10/12	Mon 15/10/12								Susan Carini					
280	✓	Intranet (logo)	20 days	Mon 03/09/12	Fri 28/09/12								Tony Glazier,Lan2Lan,Daniel Knight,Rick Welsby					
281	✓	Intranet (content)	20 days	Mon 03/09/12	Fri 28/09/12								Tony Glazier,Lan2Lan,Daniel Knight,Rick Welsby					
282	✓	Finance	20 days	Mon 03/09/12	Mon 01/10/12													
283	✓	HMRC to change name for Corporate Tax purposes	20 days	Mon 03/09/12	Mon 01/10/12								Charlotte Milner					
284	✓	HMRC to be contacted to change name on Sage Payroll	20 days	Mon 03/09/12	Mon 01/10/12								Charlotte Milner					
285	✓	Human Resources	62 days	Wed 01/08/12	Mon 29/10/12													
286	✓	Make changes to online job boards	20 days	Wed 01/08/12	Thu 30/08/12								Georgia Akuffo-Kumih,Sam Ha,Kim Wilcox					
287	✓	Intranet pages for department	30 days	Mon 03/09/12	Mon 15/10/12								James Wilson					
288	✓	Make changes to JDs	20 days	Mon 01/10/12	Mon 29/10/12								Georgia Akuffo-Kumih,Sam Ha					
289	✓	IT	83 days	Mon 03/09/12	Mon 31/12/12													
290	✓	Change Application databases x70	40 days	Mon 03/09/12	Mon 29/10/12								Rick Welsby					

ID	Task Mode	Task Name	Duration	Start	Finish	ber	01 April	11 September	21 February	01 August	11 January	21 June	0							
						27/12	14/03	30/05	15/08	31/10	16/01	02/04	18/06	03/09	19/11	04/02	22/04	08/07	23/09	
291	✓	Change Blackberry systems	30 days	Mon 03/09/12	Mon 15/10/12									Rick Welsby						
292	✓	Change IT service desk system	30 days	Mon 03/09/12	Mon 15/10/12									Rick Welsby						
293	⚠	Change to web domain names (with Rackspace)	18 days	Mon 03/12/12	Mon 31/12/12									Rick Welsby						
294	✓	Partners	35 days	Wed 01/06/11	Wed 20/07/11															
295	✓	Registration	40 days	Mon 03/09/12	Mon 29/10/12															
296	✓	Other changes	20 days	Mon 03/09/12	Mon 01/10/12															
297	✓	Changes made to International documentation (internal changes): EEA Assessment feedback forms, International assessment forms, EEA Assessor guidance, International assessor guidance, Assessor email templates	20 days	Mon 03/09/12	Mon 01/10/12									James Wilson						
298	✓	Internal communications	40 days	Mon 03/09/12	Mon 29/10/12															
299	✓	Changes made to training materials	30 days	Mon 03/09/12	Mon 15/10/12									James Wilson						
300	✓	Sign off on changes	10 days	Mon 15/10/12	Mon 29/10/12									James Wilson						
301	✓	Archiving	40 days	Mon 03/09/12	Mon 29/10/12															
302	✓	Changes made to standard archiving templates	30 days	Mon 03/09/12	Mon 15/10/12									James Wilson						
303	✓	Sign off on changes	10 days	Mon 15/10/12	Mon 29/10/12									James Wilson						
304	✓	Plasmanet	30 days	Mon 03/09/12	Mon 15/10/12															
305	✓	Change plasma screen templates	30 days	Mon 03/09/12	Mon 15/10/12									James Wilson, Rick Welsby						
306	✓	Secretariat	10 days	Mon 03/12/12	Mon 17/12/12															
307	✓	Internet content changes (links to documents etc)	10 days	Mon 03/12/12	Mon 17/12/12									Steve Rayner						
308	✓	Project Close	53 days	Mon 15/10/12	Mon 31/12/12															
309	⚠	Lessons Learned Meeting takes place	5 days	Mon 15/10/12	Mon 22/10/12									Paul Nevin						
310	✓	Post Project Review Plan drafted	5 days	Mon 22/10/12	Mon 29/10/12									Paul Nevin						
311	✓	Post Project Review Plan signed off	5 days	Mon 29/10/12	Mon 05/11/12									Paul Nevin, James Wilson, Claire Reed, Jacqueline Ladds						
312	⚠	End Project Report drafted	5 days	Mon 10/12/12	Mon 17/12/12									Paul Nevin						
313	✓	End Project Report signed off	5 days	Mon 17/12/12	Mon 24/12/12									Paul Nevin, Claire Reed, Jacqueline Ladds, Jonath						
314	✓	Project Files Archived	3 days	Mon 24/12/12	Mon 31/12/12									Paul Nevin						