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MARKETPLACE COMMUNICATIONS
integrated marketing

memo

To : Mr Andrew Knox
 Date : 20 June 2000
 Subject : Public Relations Management
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Overview:

Marketplace Communications Pty Ltd has been requested by Mr Andrew Knox, President of the St Paul's School Council, to formulate an issues management strategy to address the following situation:

Mr Gilbert Case, head master of St Pauls School, has taken on the position of Executive Director for all Anglican Schools, which he will commence in January, 2001. This is a promotion for Mr Case and a planned career move.

Both Mr Case and St Pauls School have received extensive media coverage recently regarding allegations of sexual abuse of past students by a former student counsellor, Mr Kevin Lynch. Mr Case has been responding to stakeholders regarding these allegations on behalf of the school.

An announcement will need to be made regarding Mr Case's resignation on 30th June, 2000. This date would be timely due to the media's anticipated preoccupation with the implementation of GST on 1st July, 2000.

Objective:

To manage stakeholder relations to ensure a positive response is received regarding Mr Case's resignation and his acceptance of a new position.

The stakeholders are as follows:

- St Pauls School
- Current students
- Current staff
- Potential students
- All Anglican Schools
- Mr Case

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- Potential students
- All Anglican Schools
- Mr Case
- Media
- The Anglican Church
- Parents of current and future students

*Part 55
Other in def
Schools*



Key issues:

- Media coverage on the allegations has been extensive and impacted negatively on the schools involved.
- Mr Case is a known colleague of Mr Lynch.
- Mr Case's move to a new position may be perceived by the media and the public as an act of admission of guilt in relation to the allegations against the school.
- Legal investigations and actions are still currently underway.
- The reputation of the school could be damaged.
- The reputation of students currently attending the school could be damaged.
- The reputation of the Anglican Church could be damaged.
- Future enrolments may decline as a result of a negative response to this issue.

Recommended Public Relations Activities:

Communication to all parents and future enrolments:

It will be important to notify all parents of children of Mr Case's resignation prior to media coverage of the issue. This would require communication in the form of a letter to be sent to all parents by next Thursday, 29th June. This date will ensure parents receive the communication on the announcement date of 30th June.

It is recommended that this letter be signed by both Mr Knox and Mr Case so that the School Council can be seen by parents as supporting Mr Case's promotion. The content of the letter should focus on the positive aspects of Mr Case's promotion and his contribution to St Pauls School.

Furthermore, a letter from Archbishop Hollingsworth will be attached to this correspondence congratulating Mr Case for his work at St Pauls School and supporting his decision to take on this new position.

School Assembly presentation:

A school assembly presentation will be required that will address students on Mr Case's resignation and his new position. This address

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should take place on the 30th June as parents will also be due to receive the correspondence outlined above on this date. Mr Knox should be the representative to address the assembly.

Staff presentation:

Prior to school assembly presentation, staff should be addressed. This will ensure that staff are formally aware of Mr Case's resignation and are aware of where to direct media enquiries as they arise. It would be best if staff were not to disclose Mr Case's resignation to anyone outside of the school system until it is officially announced at the school assembly presentation. Therefore, the staff presentation should take place immediately before the school assembly presentation on 30th June to minimise the likelihood of the information being released prior to the official announcement. Mr Knox should be the representative to address staff.

Address to Captains and Prefects:

Prior to the school assembly presentation, school captains and prefects should be addressed by Mr Knox. This will ensure that the school leaders are able to disseminate the correct information to fellow students and inhibit any incorrect rumours from continuing to grow. Once again, the address to the captains and the prefects should take place immediately before the school assembly to minimise the likelihood of the information being released prior to the official announcement.

Web Site date:

The school web site should be updated after the announcement date of 30th June. The web site should not be updated prior to issue of the media release.

School Newsletter (Special Edition):

The school newsletter should include an announcement from Mr Knox after the school assembly address on 30th June.

Media Release:

A media release will be distributed to announce Mr Case's acceptance of his new position. The focus of the release will be on the positive aspects of his promotion and his contribution to St Pauls School.

The media release will be no more than five paragraphs and will be issued on behalf of Archbishop Hollingsworth.

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The media release will be issued at 4pm on 30th June to minimise coverage on the announcement date.

The media release will be issued to Quest publications, Australian Associated Press, Australian Broadcasting Corporation and The Courier Mail.

Media Protocol:

All media enquiries are to be directed to Mr Knox, President of the School Council, and Pat McGuire, Managing Director of Marketplace Communications Pty Ltd.

Staff and student representatives should be advised to direct all media enquiries as above.

Enquiries from parents should be collated and reviewed after one week from the announcement date at which point a response should be formulated.

Activity Plan:

Marketplace Communications Pty Ltd will implement the above activities as follows:

We will prepare all printed material:

1. Letter to both parents of students currently enrolled and potentially enrolled
2. Letter from Archbishop Hollingsworth
3. Draft official announcement for Mr Knox
4. Prepare and distribute media release
5. Update web site
6. Prepare School Newsletter announcement by Mr Knox

Other activities will include:

1. Handling all media enquiries directed to our office
2. Collate any media coverage of the issue
3. Liaise with Mr Knox on progress of stakeholder issues management
4. Report on outcome of stakeholder issues management

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Summary:

The announcement date of 30th June is timely as we anticipate that media will be preoccupied with GST, which commences the following day, 1st July.

We anticipate that the only media to take particular interest in this announcement will be The Courier Mail. The Courier Mail has taken a strong interest in the recent allegations and therefore may publish this announcement.

All of our stakeholder communications should and will emphasise the positive aspects of this issue and highlight the fact that the Mr Case's new appointment is a promotion, not a side step in his career.

Implementation of the recommended activities should minimise any negative impact from the announcement of Mr Case's resignation.

Yours faithfully

MARKETPLACE COMMUNICATIONS PTY LTD


 Patrick McGuire
 Managing Director