### Communications Function Maturity Model

#### Initial
- **Organisational Level**: No formal measurements or dedicated budget for strategic communications.
- **Leadership**: Low engagement with media.
- **People**: Understaffed and uncoordinated.
- **Processes**: No formal processes in place, e.g., media relations protocols.
- **Technology**: Limited capacity and professional tools not available.
- **Budget**: No dedicated communications budget.
- **Metrics**: No formal measurements in place.

#### Reactive
- **Organisational Level**: No Communications Strategy in place or media interactions only happen when enquiries received.
- **Leadership**: Media interactions only happen when enquiries received.
- **People**: Understaffed and uncoordinated.
- **Processes**: Needs identified and processes emerging.
- **Technology**: No dedicated communications budget.
- **Budget**: No formal measurements in place.

#### Structured & Proactive
- **Organisational Level**: Communications Strategy in place.
- **Leadership**: Learning who key media are and how to build relationships with them.
- **People**: Key functions established in situ.
- **Processes**: Processes developing.
- **Technology**: Minimal budget for isolated activities.
- **Budget**: Outputs measured only e.g., no. of press releases.

#### Managed & Focussed
- **Organisational Level**: Communications Strategy is a living document, investments in people.
- **Leadership**: Relationship building in place supported by Communications Strategy.
- **People**: Specialist roles in place.
- **Processes**: Formal engagement processes established and communicated.
- **Technology**: Minimal budget for isolated activities.
- **Budget**: Outputs measured, including sentiment analysis.

#### Continuous Improvement
- **Organisational Level**: Sustainable, agile strategy in place that produces results and creates measurable value.
- **Leadership**: Strong extensive set of relationships with key media and media relations function.
- **People**: Culture supports continuous growth and innovation.
- **Processes**: Fully resourced capacity.
- **Technology**: Fully integrated communications requirements.
- **Budget**: Balanced analysis of quantity versus quality of engagements.