

Appendix 9: Customer Focus Programme – Communications Plan 2019

Please find below a draft communications plan, which will iterate and develop over the course of this programme. Please note that this is based on the service design and implementation plan received on 21 February 2019. We are conscious there will be further changes to the implementation plan, and as this plan evolves, we will bring the associated communications plan to the Programme Board on a monthly basis.

Previous engagement within the discovery phase

As part of developing our communications plan for moving forward, engagement and communications with our various stakeholders – including residents, customers, staff and members – has been ongoing since May 2018. In order to set the scene for our further activity the table below recaps on what has been done to date.

External engagement and comms		
Date	Comms	Info
21 May – 27 May 2018	External engagement with groups	External engagement took place with the following groups: <ul style="list-style-type: none"> • Markets Community Centre (Senior Citizens) • Markets Community Centre (Parent and Toddler group) • Inverary Community Centre • Tropical Ravine • Spring Continental Markets • Girdwood Avenue • Belfast European Neighbour Day • St George's Market
Online customer contact survey published on Citizen Space		
Date	Comms	Info
3 July - 14 August	Online customer survey	Promoted online survey on website, social media and through posters in local community centres.
3 July - 14 August	Website	Promoted survey on Belfast City Council website.
3 July - 14 August	Social Media	Promoted survey on social media.
3 July - 14 August	Posters	Promoted survey through posters in local community centres.
12 November 2018	City Matters	Article published in Winter 2018 / 2019. Distributed to households on 12 November 2018
		We replied to survey respondents who asked to be contacted to thank them for their suggestions and to help resolve any issues.

Internal comms		
Date	Comms	Info
January 2018	Face to face meetings with directly affected staff	Rose Crozier talked to colleagues about the programme outlining the 'discovery phase' - which involved interviews with customers, an online survey and workshops with staff.
January 2018	Team Brief	Sharing programme information outlining the 'discovery phase' to the wider staff base.
March, May, July and September 2018	Team Brief	Continued updates on the programme.
November 2018	Belfast Agenda Our Agenda Your Agenda toolkit	Strategic Director Finance and Resources, Ronan Cregan interviewed for toolkit specifically talking about the Customer Focus Programme.
January 2019	Team Brief	Interview with Rose Crozier who set out the next steps for phase 2 – the implementation phase.
February 2019	Intercom	Update on the planning application process by the Planning Service.
February 2019	Tier 3 Manager training	Training included a presentation by Rose Crosier, Programme Director subject used as an example of cross council working, impact on all departments the collective leadership required to deliver the initiative.
Members		
Date	Comms	Info
04 October 2018	Briefing	Discovery workshop briefing to Members on 4 October 2018.
Internal and external stakeholder workshops		
Date	Comms	Info
04 October 2018	Disability Advisory Panel	
12 November 2018	Belfast Agenda Consultation	Stakeholder map showing key elements of the plan
January 2019	Planning and Building Control staff feedback workshop	Carried out by Rose Crozier
07 February 2019	Equality Consultative Forum	Carried out by Rose Crozier
11 February 2019	Cleansing and Waste Workshop	Workstream

12 February 2019	Technology Workshop	Workstream
14 February 2019	Web, CRM and Integration workstream workshop	Workstream
Other		
Last date held	Type	Info
	Workshop with Deloitte - (Programme Delivery Board)	
	Programme Board	Meets monthly on average
	Programme Delivery Board	Meets weekly on average
	Customer Service Standards	Meets fortnightly on average
	Committee Meetings	Current quarterly reporting on average
04 February 2019	Council Meetings	Meets monthly
21 February 2019	Disability Advisory Panel	Next meeting: May

Proposed communications framework going forward

In order to have a planned approach to the communications the team will use regular updates from the project delivery board to identify key activity from the work streams that need to be communicated to our audiences and stakeholders. For example, recruitment of the Customer Hub Manager. When dates are available we will wrap the milestones in with the communications activity. Equally, this will develop the communications plan considerably.

To begin this will primarily be an internal audience but later as the projects progresses external audiences will be targeted as appropriate. Below sets out the main channels that will be considered for now.

This plan will be updated on a monthly basis to be taken to the Programme Board.

When? (The Timescale)	What? (The Message)	Who? (The Audience)	Where? (The Channel)	Why? (The Objective)	Impact, feedback, comments (How Successful)
		Internal			
Ongoing	Issues that will directly affect them before wider staff base is told	Affected staff	Face to face briefings	To inform staff of issues that directly affect them	Staff feedback
Ongoing	Ensure Trade Union engagement and all change messages coming from the Programme Board are included in the continuous improvement change narrative (Owners: Rose Crozier and Ronan Kelly with support from Gabrielle Madden-Ross as required)	Trade Union Reps	Face to face	Ensure effective ongoing engagement with trade unions	Ongoing TU support
April 2019	FAQ document	All staff/Elected Members/Media	Reference document	To ensure people are up to date with key current positions at a glance	Ability to respond to queries
5 April 2019	Double page feature - background and staff activity to date, workstreams, who's involved and future plans	Staff	Intercom	Inform staff of ongoing work and support the change road map that is currently being developed	Downloads / views and feedback from staff

1 April 2019	Information section on Customer Focus programme linking to change roadmap	All staff	Interlink	To inform staff of ongoing work and link Intercom and Team Brief for further info and relevant documents	Visitor analytics
6 May 2019	A standing agenda item at the weekly programme delivery board meeting and this information together with the implementation plan will feed stories ideas	All Staff	Team Brief		Views on Interlink
5 June 2019	Double page feature on workstream progress and focus on staff involvement	All Staff	Intercom	Inform staff of ongoing work and support the change road map that is currently being developed	Downloads / views and feedback from staff
28 June 2019	A standing agenda item at the weekly programme delivery board meeting and this information together with the implementation plan will feed stories ideas	All Staff	Team Brief		Views on Interlink
5 August 2019	Double page feature on workstream progress and focus on staff involvement	All Staff	Intercom	Inform staff of ongoing work and support the change road map that is currently being developed	Downloads / views and feedback from staff
4 September 2019	A standing agenda item at the weekly programme delivery board meeting and this information together with the implementation plan will feed stories ideas	All Staff	Team Brief		Views on Interlink
8 October 2019	Double page feature on workstream progress and focus on staff involvement	All Staff	Intercom	Inform staff of ongoing work and support the change road map that is currently being developed	Downloads / views and feedback from staff

4 November 2019	A standing agenda item at the weekly programme delivery board meeting and this information together with the implementation plan will feed stories ideas	All Staff	Team Brief		Views on Interlink
6 December 2019	Double page feature on workstream progress and focus on staff involvement	All Staff	Intercom	Inform staff of ongoing work and support the change road map that is currently being developed	Downloads / views and feedback from staff
Ongoing	News articles as needed	Operational staff	TV screens	Engage staff who are not based centrally	Feedback from staff - usage of screens
Ongoing	News articles as needed	PC staff	Interlink		Visitor analytics

		DMT			
City and Organisational Strategy	City and Neighbourhood Services	Finance and Resources	Legal and Civic Services	Property and Projects	Place and Economy
30 January 2019	4 March 2019	27 February 2019	28 February 2019	27 February 2019	6 March 2019
	Update on results of the Discovery Phase and to ask for colleagues to attend workshops about the implementation phase	DMT	Face to face meeting	Provide an update on results and promote workshops about the implementation phase	Attendees to the workshops
		Boards and forums			
Weekly	Standing item	Programme Board	Face to face meeting	Inform the Programme Board of progress and next steps	Attendees are informed
Weekly	Standing item	Programme Delivery Board	Face to face meeting	Inform the Programme Delivery Board of progress and next steps	Attendees are informed
Fortnightly	Standing item	Customer Service Standards	Face to face meeting	Inform the Customer Service Standards of progress and next steps	Attendees are informed

Monthly	Standing item	Programme Board	Face to face meeting	'Milestones realised?' Communicate as appropriate internal and to elected representatives	Attendees are informed
April 2019	Comms led discussion	Programme Board	Face to face meeting	Re project name (Customer focus/Customer first/Digital first)	
May 2019 (date TBC)		Disability Advisory Panel	Face to face meeting	Inform the Disability Advisory Forum of progress and next steps	Attendees are informed
		Equality Consultative Forum	Face to face meeting	Inform the Equality Consultative Forum of progress and next steps	Attendees are informed
Sept 2019	Comms led discussion	Programme Board	Face to face meeting	Targets for sign-up rate (guest versus user)	
Oct 2019	Comms led discussion – prior to planned 'website live' date of Jan/Feb 2020	Programme Board	Face to face meeting	Explore options for ratepayer digital campaign to encourage user sign-up if appropriate. Explore options for synergies with city incentivisation scheme and/or review of City Matters	

		Councillors and committees			
		Members	Members note	Inform members of progress and next steps	
22 March 2019	Discussing the high level plan which will include: - Resourcing - Comms plan - Integration with change - Service design - Integration with change - Strategic partner - Recruitment of Hub Manager	Strategic Policy and Resources Committee members	Face to face meeting	Inform members of the SP and R committee on the high level plan	Members are informed

		Trade Unions			
Unite the Union	GMB	NIPSA	SIPTU		
	Inform trade unions on progress	JNCC	Face to face meeting		

end