**MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT**
HĪKINA WHAKATUTUKI

Vision 2015 Information sheet – Communications approach

Purpose

The purpose of this information sheet is to provide Vision 2015 projects and BAU work streams with identifying communication requirements, defining the approach and ensuring systematic information sharing and two-way communication to engage and inform interested and impacted stakeholders.

Approach – the steps to communications success

Have an overarching strategy – what is the driver

The Vision 2015 communications and stakeholder engagement strategy exists to support the Vision 2015 programme and overall strategic objectives. The Vision programme office holds responsibility for supporting all external stakeholder relationships and engagement and providing an end to end view about the programme across all INZ. The strategy is a working document and has gone through various iterations to reflect new and/or changing programme requirements. The current plan, version 4, March 2015 has two primary purposes:

- o Providing high-level strategic guidance for communications and engagement through the remaining life of the Vision 2015 Programme including objectives, underlying messaging, engagement principles, and stakeholder identification and communications coordination. Its purpose is to also provide seamless transition into BAU operations – to ensure engagement principles can be maintained once services are deployed and component work streams are no longer under the Vision 2015 programme.
- o Providing a template for developing activity-specific communications and engagement plans that align with the programme rollout road map.

Identify the reason for communication

Vision 2015 Activity-specific communications and engagement plans sit underneath the strategy with a focus on communicating specific areas or packages of change. They cover Immigration ONLINE-Student, eMedical phases one to three, BSD2- June deployment. The programme communications team works closely with the Visa Services change implementation team to ensure tactical communication planning contains consistent timing and messaging, but allowing for a 'deep dive' into the more process driven communications requirements of Visa Services and other INZ staff. A schedule of activity and engagement opportunities runs alongside the activity specific communications plans.

Visa Services tailored communications are developed by the Change Implementations team's specialist communications advisor. A generic MBIE communications template can be used for new tactical plans.

Developing activity specific plans involve the following considerations:

- o Are you trying to educate, build support or raise awareness?
- o Do you want to get people to do something differently?
- o Are you trying to impart knowledge or new information?
- o Which channel is the most appropriate for your audience?
- o How might your target audience perceive the change and what do they need to know or do?
- o What are the risks and mitigations?

Know your stakeholders

Correctly identifying your stakeholders, the impact various packages of change have on them, what their level of awareness and readiness is vital to successful communications. A high level communications matrix exists for the life of the Vision 2015 programme. The communications strategy identifies key audiences and their communications needs for the remaining life of the Vision 2015 programme. Work-bundle specific activity/tactical communications plans that align with the Vision 2015 programme delivery roadmap consider audience-specific communications requirements in more detail. MBIE's stakeholder toolkit helps with identifying to how to work with stakeholders.

	Low Interest	Moderate Interest	High Interest
High Influence			Minister of Immigration VACs Customs MBIE SLT ILT Programme Board, Programme Decision Group INZ offices (Visa Services)
Moderate Influence		Other Ministers Central agencies (Treasury, SSC, DPM&C, GCIO) NZ Law Society Monitoring agencies (OPC, Ombudsman, OAG) DIA	Immigration advisors Education sector (ENZ, providers, other representatives) Education agents MFAT IRD INZ staff (branch specific impacts ie SPA,CRIS)
Low Influence	Media General public	Ministry of Education Tourism sector (TNZ, TIANZ, other representatives) Employers (Bus NZ, RSE employers, Fed Farmers) MPI MSD NZTE	

Measure success – how has it landed and lessons learned

Effective communication is a reflective process; carefully selected benchmarks ground all aspects of communication, including: creation, delivery, navigation to mutual understanding, and especially outcomes.

Measuring effective communications and change readiness has been managed in two ways. The Visa Services Change Implementation team have conducted two readiness checks in March and July across Visa Services staff via a telephone and online survey. The pulse checks allow the leadership team to address areas where risk or concerns were identified.

The Vision 2015 internal stakeholder temperature checks were run in March and May 2014 to test the effectiveness of Vision 2015 communications. They both showed broadly positive satisfaction with Vision programme communications and highly rated a view that they felt well informed about INZ's Vision 2015.

To ensure communications are reaching the right external audiences at the right time and pitched at the right level, an online survey was conducted in July 2015 to test the effectiveness of communications cascade via INZ relationship holders and understand whether key external sector groups felt informed enough about the new online products, felt that the products were useful, and whether more information was required.

The Vision 2015 programme communications stakeholder awareness – Immigration online asked three questions. The online survey had 352 responses from across the Immigration adviser, tourism and education sectors.

The majority of respondents – 61.82 percent said that felt well informed about INZ's new online products, while 88 per cent either agreed or were neutral around the usefulness of the products and 59 per cent asked for more information around Immigration ONLINE. A report is in progress and the verbatim results have been shared with SDP to address any system performance issues raised and to gain more insights toward work on driving channel uptake.

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Appendix 1: Audiences

Internal			
Audience	**Impact/Interest**	**Channels**	**Responsibility**
MBIE SLT	**High/High** Vision 2015 is a top 13 MBIE priority	SLT meetings, briefings, Vision 2015 staff videos, programme produced what's new and key messages	DCE Immigration, V2015 Programme executive
ILT	**High/High** Central to INZ business plan, ILT members are key champions internally and externally	ILT meetings, briefings, INZider, Monthly videos, ILT stakeholder engagement reports	All ILT members, V2015 programme executive and communications team.
V2015 Programme Board	**High/High** Vested interest in success	PB meetings, and key programme produced papers as required	DCE Immigration, V2015 programme executive and communications team.
V2015 Programme Decision Group	**High/High** Vested interest in success	PDG meetings and programme information/communications as requested/required	Programme executive
INZ staff	**Variable/High** High **interest** in all offices, but **impact** of each V2015 project /or bundles phase varies across the business. Highest impacts by branch shown below: **Visa Services** – online applications, triage and	• the INZider (monthly) • Monthly Vision 2015 video • Vision 2015 Communications Resources content website content • specific manager communications and tools (key messages, presentation etc)	**Primary** DCE, GMs and managers **Secondary** Programme/Immigration communication teams, Deployment team, Visa Services Change and

			Implementation team
	verification – allocate assess and decide and Identity management(IDme) CRIS – identity and biometrics, triage, border operation **SDP** – Operating Model, process management, business rules management, system health, assess and decide, e-medical **SPA** – assess and decide, triage, online applications	• DCE all staff emails • Manager-led meetings – walk through video • VSCII intranet site for change/team leads • INZider articles **Visa Services staff only** • Weekly Visa Pak • VS business change weekly newsletters	Implementation team
MBIE	**DCE Office** – all **Low/Medium** Interest based on relevance to wider business	SLT, Intranet news stories, David Smol blog Nigel Bickle messages	DCE Immigration, V2015 programme executive and communications team
External			

Audience	Impact/Interest	Channels	Responsibility
Minister of Immigration	**High/High** Programme relevant to key Govt objectives; potential risks around projects	DCE meetings (assisted by Mark Bermingham, Catriona McKay and Stephen Dunstan), weekly and monthly reports	DCE, V2015 programme executive, Stephen Dunstan (GM SDP) programme communications team
Other ministers	**Medium/Medium** Most interest is in project risks	ICT Ministers meeting (English, Joyce, Coleman); other communications as required	DCE, SD, V2015 programme executive – MB and programme communications/Immigration communication teams
VACs	**High/High** Changed nature of work, potential decrease in workload	Mainly through INZ VAC Project Team/Kirsten Lloyd (Commercial Relationship Manager)	KL and VAC team, area and marketing managers, V2015 p, programme communications team
Immigration Advisors	**Medium/High** Key partner for INZ, has seen ONLINE-Student as a threat to their business without AOB	• Henderson office (Area manager Wayne Levick) • Overall – Jocelyn Mikaere • programme communications (provide project	ILT level - Bruce Burrow (BB), Christine McGaughey (CMc) and Nicola Hogg (NH) V2015 programme executive and

	capability. High interest in and impacted by AOB, eMedical and change in processes	info via Paramount Matters, IAA newsletter) • Programme executive – presentations CM • Global network Marketing/Area managers presentations/seminars • Apply on behalf /assist walk through video • Information sheets	communications team
Education sector	**Medium/High** **Overall -** ONLINE-Student has been live since 2015 – Apply on behalf and assist capability and VisaView for Education Providers comes into play June 2015. **Education NZ** – key partner and info conduit **Education providers** – key partner, concern about agents on whom they rely **Education agents** –key partner, may see this as a threat to their business **Others** – have interests in the changes and are info conduits, e.g.: TEC, Ind Schools of NZ, NZ Assn of Private Ed Providers, NZ Principals Federation, Independent Tertiary Institutions, NZ Vice-Chancellors Committee, Metro Group, Universities NZ, Study Auckland, Study Canterbury, Institutes of Technology and Polytechnics, International Education Group and secondary schools with high numbers of international students	ILT level – DCE and Rob Stevens programme communications team (provide project info via Education NZ newsletter) • presentations • Flyers and brochures • Apply on behalf /assist walk through video • VisaView collateral	ILT level – DCE, Rob Stevens , Natasja Chapman (MM PN) Steve McGill (SM) V2015 programme executive and communications team
Central agencies (Treasury, SSC, DPM&C, GCIO)	**Medium/Medium** Monitoring roles, need to be kept informed	Regular monthly and quarterly meetings with central agencies – attendees Mark Bermingham, CM, Martin Collison attend quarterly meetings.	DCE, project managers, V2015 programme executive and communications team

Ministry of Education	**Low/Medium** Monitoring interest, need to be kept informed	Quarterly strategic meetings - ongoing information provision	DCE, relationship holders, V2015 PO and programme communications team
NZ Law Society	**Medium/Medium** Some members are immigration advisors	Contacts as required	ILT level- Bruce Burrow (BB), Christine McGaughey (CMc) and Nicola Hogg (NH) V2015 programme executive and communications team
Tourism Sector (TNZ, TIANZ, Holiday Parks Assn, Motel Assn, Air NZ, BARNZ, NZ Airports Assn)	**Low/Medium** Require overall messaging and knowledge of Immigration ONLINE and what is landing when, contributes to 'NZ Inc' marketing	Collateral cascade as required, including high-level sector meetings	Rob Stevens, programme communications team
Employers (Business NZ, RSE-accredited employers, HANZ, Fed Farmers etc)	**Low/Medium** Need knowledge of apply on behalf, eVisa and general ONLINE awareness.	New website content through SPA, additional information through presentation circuit and tailored communications.	SPA and programme communications team.
Monitoring agencies (Privacy Commissioner, Ombudsmn, OAG)	**Medium/Medium** Monitoring interest, Privacy Commissioner could have higher interest	Regular reporting, ongoing information provision	Emily Fabling
Customs Service	**High/High** INZ works cooperatively with Customs at the border, information sharing, "Future Directions at the Border" project	Working level contacts, ongoing information provision	Steve Stuart (SS), V2015 executive and programme communications team
Health sector – influencer bodies, general medical sector onshore and offshore	**High/High** Introduction of eMedical – stage appropriate. Stages 1 & 2 delivered late 2014/early 2015. Focus on Stage 3 – onshore and new panel physician network	High level communications and in partnership with Australia's Department and Immigration and Border Protection (DIBP). • Presentations • Information sheets • High level association meetings as required	Project manager Patrick Tuapolo, Principal Medical Adviser Dr John Robertson, SDP GM SD and business owner Arron Baker, programme communications team

		- Direct communications to panel physicians - FAQ and support sheets for INZ offices and ICC	
MFAT	**Medium/High**	Working level contacts, work together on targeted communications in some markets, ongoing information provision	NH, programme communications team
Security agencies (Police, SIS, GCSB)	**Low/Medium** Need to understand working level changes to continue effective cooperation	Working level contacts, ongoing information provision	SS
MPI	**Low/Medium** INZ works cooperatively with MPI at the border, information sharing, "Future Directions at the Border" project	Working level contacts, ongoing information provision	SS
MSD	**Low/Medium** Interest in migrant impact on the labour market	Working level contacts, ongoing information provision	SM
NZTE	**Low/Medium** Interest in Immigration ONLINE, contribution to 'NZ Inc' marketing	Working level contacts, ongoing information provision	RS
Opposition political parties and lobby groups	**Medium/Medium** Public sector change programme/online system/identity management Could change quickly to high impact and interest if things go wrong with the potential of increased parliamentary questions and OIAs	Proactive and responsive information provision, proactive engagement	Minister, DCE, programme executive
Media	**Medium/Medium** Public sector change programme/online system/identity management	Proactive and responsive information provision, proactive engagement with a key focus on eMedical in early 2015 and proactive media releases and	Marc Piercy and programme communications teams

	Could change quickly to high impact and interest if things go wrong –specialist media interest in IT project but moving to online mid year and identity challenges.	FAQs over successful budget bids on top of initially approved budget	
INZ customers current and future	**High/Medium** Strong interest and requirement to strongly communicate with migrants as more online capability realised – eMedical changes, eVisas and passport-free	Proactive engagement • Information sheets/ flyers • New website information	DCE, General Managers, programme executive and communications team/ INZ communications team.