



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



# **Immigration New Zealand Vision 2015 Programme**

## **Communications and stakeholder engagement strategy**

**Version 4  
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## Document control

<b>Project name</b>	Vision 2015 Programme – Communications and stakeholder engagement plan
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## Version history

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		BT	Incorporate PDG feedback
3	13 February 2014	BT	Minor updating, add contents page
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## Document approval

The following people have a formal quality assurance role with respect to this document.

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Approved by	Vision 2015 Board		

## Background (executive summary)

INZ is well into a multi-year work programme to achieve its Vision for 2015 which is *“to be recognised as a trusted partner, delivering outstanding immigration services and bringing in the best people New Zealand needs in order to prosper.”* It’s a transition from a paper and office-based model, to a new channel mix featuring Immigration ONLINE, eMedical and a comprehensive network of Visa Application Centres (VACs) offshore.

Its goals are to provide:

- Better customer service
- More consistent decision-making by INZ, regardless of location
- More cost-efficient application processing
- Greater focus on attracting skills, talent and capital to New Zealand
- Improved border security
- World-class identity management
- Greater involvement of “trusted partners” in visa applications.

The Vision 2015 programme is implementing significant business change which gives effect to the new Visa Processing Operating Model. The programme has identified 29 work packages covering people, process and technology changes – delivering capabilities that lead us to the new operating model. To support the successful implementation of change and to minimise organisational change fatigue, the Programme is delivering the 29 work packages through a series of releases.

Since the first communications and engagement strategy– the Vision 2015 programme has delivered the first major immigration online services; Immigration ONLINE-Student (August 2014) and eMedical to 128 countries (November 2014 and January 2015.)

2015 is going to be a year where there will be implementation of the remainder of the change that the programme has been designing and building over the past 18 months.

The delivery which started in August 2014 with Immigration ONLINE-Student will see eMedical being rolled out onshore in March, and new processes for managing our risk and verification work closely following with a progressive global and onshore rollout beginning in late March. Visitor visas, Work visas, Chinese language capabilities and products for agents with apply on behalf go online in June. Later in the calendar year, IDMe will be deployed.

The programme of standardising and optimising business processes will continue through to December 2015.

A Vision 2015 communications and engagement strategy has been in play since 2013 to provide a shared understanding of key messages and reinforce the role of engagement between the programme and key stakeholders. It has been modified to reflect new and or changing programme requirements. The requirements in early 2015 shifted again, with the introduction of an additional resource, the Visa Services change Implementation team, whose makeup includes a specialist communication advisor and stakeholder manager. With the team focussed on change delivery solely within Visa Services, it has been seen as imperative to ensure that there is no disconnect of information going out, regardless of where it is coming from. The Visa Services change implementation team is dependent on a ‘one source of truth’ coming from the Vision communications team in terms of overarching programme delivery messages. 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.

## **Context**

The Vision 2015 programme involves fundamental change to the way Immigration New Zealand does business. Aside from gaining the required culture shift and 'buy-in' from INZ staff to ensure the successful and sustained implementation of process, people and technology change, a critical success factor will be enlisting and maintaining support from key external stakeholders – that is, those stakeholders that exert the most influence on INZ's operating environment.

INZ's business requires constant, ongoing and multi-faceted engagement with stakeholders at all levels of the organisation. All external engagement should be underpinned by Vision 2015 - even the most routine operational interaction should be consistent with the wider programme messaging. All staff should be encouraged to take opportunities to explain the coming changes and their relevance to the stakeholder concerned.

The Vision 2015 communications and stakeholder engagement strategy is aimed at supporting the Vision 2015 programme and overall strategic objectives. Specific communications plans that align with the Vision 2015 programme rollout roadmap will be developed and delivered for each delivery package.

Central to all communications identified in this strategy is identifying and having a clear understanding of potential reputational risks that may arise through the remaining life of the Vision 2015 programme and to appropriately manage those risks through proactive and transparent communications.

The strategy is a working document which will provide guidance in achieving these objectives in an open and transparent manner. It has a high level overview of the communications methodology, target audiences, and the overall strategic approach that we will employ to drive the necessary improvements across INZ to deliver a more flexible, customer-focused and cost-effective global service delivery model, based on a move to online visa processing.

This plan has two primary purposes:

- 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 – under the auspices of the Service Design and Performance (SDP) branch and ensure engagement principles can be maintained once services are deployed and component work streams are no longer under the Vision 2015 programme.
- Providing a template for developing **activity-specific communications and engagement plans**. eMedical rollout plans for stages one to three and related 'risk' assessed communications plans are included in Appendix 1 and a completed detailed plan used for Student Online Application rollout in Appendix 2. Further activity and project related communications plans will follow numerically as appendices.

This plan, version 4, aims to ensure a clear understanding of communication requirements, take account of the existence of a specialised implementation change team to deliver new processes, and communicate change within Visa Services. It also aims to continue to identify key stakeholder relationships required over the next 12 to 18 months (into 2016) – as the Vision 2015 programme delivers through 2015. A separate communications plan, to be written by a contracted communications source within SDP, will be developed to support the transition and transfer of the programme work into the Service Design and Performance branch and align with the Channel Uptake Strategy as part of the handover of the operating model from the programme.

This plan incorporates several communications and stakeholder engagement strategies and plans previously developed for Vision 2015 and the Immigration Global Management System project (IGMS) - the public face of which is Immigration ONLINE.

Good communications and engagement is critical to the ongoing success of Vision 2015. Well-planned and regular provision of information is required to ensure internal audiences are well informed and well-prepared for what's coming and understand how they are affected along with plenty of

opportunity for input on the detail of implementation. What is critical in the delivery of communications is understanding who our customers are, what their different needs are, and to communicate in the right tone of voice, particularly in areas of high reputational risk, as with eMedical onshore and the establishment of the offshore panel physician network.

The Vision communications team act as consultants within the internal framework – ensuring end-to-end key messaging and a one-source of truth.

Key external audiences are a priority audience, as end receivers of our products and those who will benefit either directly or indirectly from a new customer experience. There is an ongoing requirement for information and engagement that is relevant and tailored to their needs, so that they have realistic expectations about what's coming, when, and how they are affected or what take out benefits can be received.

The new approach to communications delivery in 2015 is bundles not bombardment. That will carry through both internally and externally with an integrated approach to communicating products landing within the same or similar timeframes.

The programme communications team will work closely with the change implementation and deployment teams and the SDP transition 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.

## Objectives

- **Big picture understood:** Staff and stakeholders understand the end-game and how specific projects contribute to the overall business change.
- **Advocates for change :** Key stakeholders have the right level of information and collateral available to cascade information and be advocates for change
- **Well-planned communications:** Centrally coordinated communications across Vision 2015 projects to ensure all stakeholders have the relevant information they need to transition from the current to future
- **Good information flow:** Timely, relevant, useful information provided to staff and stakeholders, so they are well-prepared for change
- **Two-way engagement:** Regular, practical, focused engagement and feedback opportunities for staff and stakeholders, so they gain a sense of "ownership"
- **Buy-in:** Staff and stakeholders understand the rationale for change and implementing the new business model
- **Expectations managed:** Staff and stakeholders understand what benefits Vision 2015 will deliver, when it will deliver, and what it won't deliver

## Communications approach – key principles

In order to achieve the objectives above, the following principles will apply to all communications:

- **Repeat the vision:** Continual reinforcement of high-level enduring messages about the Vision 2015 programme and delivery roadmap
- **At the right time:** People learn what they need to know when they need to know it
- **Consistent, up-to-date and easily accessible:** Actively maintain a Vision 2015 communications resources space on the Intranet (internal) with accurate, reliable packages of information for cascade to market stakeholders and staff.
- **Frequent flow:** Information provided in small, regular 'chunks' – avoid information vacuums
- **Face to face:** Information delivered by human beings as often as possible

- **Authoritative:** Manager-led communications, with regular involvement of the head of Immigration and senior managers
- **Coordinated:** Use existing relationships - avoiding overlaps and inconsistency- bundle rather than bombard
- **Tailored:** Appropriate to the audience - what does this mean for me?
- **Plain English:** Clear, easily understood language, as jargon-free as possible
- **Transparent:** Honest, open communications
- **Encourage dialogue:** Maintain a repository of answers and information, respond quickly to queries
- **Familiar channels:** Use established channels, unless there is evidence that these are not working

## Communications approach – coordination and ongoing activities

The nature of Vision 2015 as an organisation-wide change programme has meant that communications relevant to the programme are constantly generated from multiple sources within INZ and its stakeholders both on and offshore.

A critical role of Vision 2015 Communications is to support all these activities with consistent, readily accessible, up to date communications messaging and advice that others within and outside INZ can draw on and tailor for their own use. The context varies widely from staff workshops, monthly staff Vision 2015 video, presentation packages, information sheets, FAQ sheets and flyers for customers and interactions at agent meetings, seminars, high level meetings and briefings.

Internally – the fresh approach for 2015 is to bundle communications and each deployment as seven change stories – providing a vehicle for communicating the changes in an easily digestible way for front line staff.

### How we organise the approach

To ensure a complete overview across all work streams that impact the overall programme delivery, in 2015 the Vision 2015 communications team will:

- Attend weekly programme decision group meetings to ensure clear and update knowledge of movements in the programme and project delivery timelines to help inform ongoing communications approaches and collateral and maintaining an integrated communications delivery approach
- Attend weekly business integration team meetings to maintain an oversight of key programme timeframes and any issues that are arising to help inform any change in communication needs
- Take part in weekly BSD “change story” meetings to ensure the Visa Services Change and Implementation team and the Vision 2015 programme are all connected
- Attend weekly individual project meetings in the months leading up to deployment to ensure a complete understanding of deliverables and timeframes
- Facilitate specific workshops and meetings of key subject matter experts to identify key messages and communications requirements as required and particularly where potential reputational risk has been identified.

Established from early 2015, a weekly communications coordination meeting is:

- Reviewing and updating current key messages across the programme
- Reviewing programme activities to consider feedback from different audiences and identify communications and engagement risks and opportunities
- Ensuring communications planning and tactical delivery is on target

This communications meeting currently has three core attendees – the Vision 2015 communications team and Vision 2015 director Catriona McKay. Occasional attendees will be invited if more targeted information is needed to inform key messages and feedback and to align project delivery timing with planned communications activities.

The second weekly meeting has also been established with the new Visa Services Change and Implementation team. Attendees are the Vision 2015 Communications team, the VSCI team's communication advisor and stakeholder engagement manager Leigh Parker and Gill Gray. Occasional attendance is made by Christopher Johnson and Sarah Thompson, and there an invitation is to be extended to BSD managers.

The overall aim is to ensure joint understanding of delivery timeframes and agreed communications approaches.

## **What we deliver to support the approach**

### **Internal**

Those meetings, and communications plans in play for various projects/bundles of delivery will also help inform content written and produced by the Vision 2015 communications team for a monthly to six weekly:

- stakeholder and engagement report for ILT
- A what's new and key messages information sheet for managers/ILT/SLT for cascade to staff
- email update on new information/timelines and collateral available to all Area Managers and Marketing managers
- programme overview and key deliveries email from the DCE to key stakeholders
- All staff email at the time of key deliveries from the DCE

Monthly staff videos led by the DCE will continue through to the latter half of 2015 (to be re assessed). The videos will be timed to support deployment, giving staff a flavour of what is landing in 'the real world' and will focus on the experiences and expectation of frontline staff and office experiences – rather than a series of 'talking heads.'

There is a need for ILT members, who in September 2013, were tasked with developing plans for dedicated engagement and information provision with designated key stakeholders, to revisit those plans to ensure their key audiences are being kept well up to date. (refer to ILT key communications plan). It is vital to ensure that key stakeholder relationship owners actively manage and be accountable for the quality of INZ's relationship with relevant stakeholders. This is a task for ILT to review their own engagement plan.

### **External**

Since late 2014, generic information on Vision 2015 projects has been revised, refreshed and re formatted on the website and the intranet to reflect the first ONLINE deliveries and more clearly define timeframes and promote the real benefits of the range of new services to hit through 2015.

A communications resources repository on *The Link* – which was created in late 2014 – provides a one stop shop of up-to-date information for staff both onshore and offshore. The site has a variety of presentations, information sheets, FAQs and collateral for customers, all produced by the Vision 2015 communications team. The approach with the communications resource page is to empower Area Managers, Marketing Managers and others who are interacting with staff and stakeholders to hand pick the information they require and tailor presentations to their own markets using the existing collateral as a building block. It is important to ensure that centrally-generated Vision 2015 messaging remains up to date and relevant. Promotional flyers and information sheets designed for customers are also distributed directly to INZ offices, key stakeholder groups and made available on the website.

## Key messages - ongoing

Messages related to specific Vision 2015 projects and audiences are covered in detail in activity-specific communications such as the plan appended covering Immigration ONLINE-Student, eMedical staged plans and the BSD2 (June deployment communications plan)

These common messages extend through the life of the project, and speak to the ultimate objectives and benefits – they should be reinforced whenever possible.

### Vision 2015

- Immigration New Zealand's vision is that in 2015 we are recognised as a trusted partner, delivering outstanding immigration services and bringing in the best people New Zealand needs to prosper
- Vision 2015 will improve Immigration New Zealand's services and change the way it does business
- Immigration New Zealand will improve customer service and reduce the cost of processing visa applications, by introducing a new technology platform and reducing manual processes where logical
- Immigration New Zealand will be able to devote more time and expertise to high risk and high value customers, and make more use of automated processes for low risk customers
- The Vision 2015 changes will make it easier to identify and assist the entry of people who will make a positive contribution to New Zealand, and to identify and exclude those who will not
- INZ will deliver more services for less cost, with efficiency and quality improvements meaning less resource will be required for routine visa processing. INZ will still retain a strong front-line presence in NZ and overseas.
- Key Immigration New Zealand stakeholders are able to play a bigger part in immigration decisions that involve them, through "trusted partner" relationships. These partnerships are, for example, enabling faster visa processing. They are subject to transparent agreements, monitoring, and appropriate privacy protection.

### Overall key messages for 2015 both internal and external

- By the end of March 2015, eMedical for INZ would have been enabled in 129 countries. eMedical will replace INZ's existing paper-based medical certificates, and will be used by INZ's panel physicians.
- The next set of online forms will cover Visitor and Work visas, and a Chinese language visitor visa form (note that applicants will still need to provide answers on the Chinese-language form in English).
- These forms will be released June 2015, along with the ability of immigration advisers and agents to apply on behalf of their clients and for others such as education providers and employers to assist applicants to apply.
- The rollout of Student, Visitor and Work visa applications will mean around 60 per cent of visa applications by volume can be lodged online.
- eVisas (label-less and passport-free applications) for 58 visa waiver countries will become available during the third quarter of 2015.

### Internal only

- Assess and decide will be supported by new capability (IGMS and the Document Management System – DMS), but will also retain key elements of AMS. The progressive rollout of a new triage and verification model will begin in late March 2015.
- While much of the focus to date has tended to be on technology change, the associated business transformation is even more important. It's about delivering a fundamentally different way of working, which will be progressively delivered through 2015.
- Our future workplace will be characterised by greater technology support and paper-less processing, along with more efficient triaging of applications based on risk, and a more consistent and transparent process of assessing and deciding them.
- Various offices will be involved with piloting and trialling aspects of the processes as we test and perfect it.

## **Immigration ONLINE**

- Immigration ONLINE is the enabler for business change
- Immigration ONLINE is the platform for faster, more accessible services, moving from paper-based processes to online capability
- Immigration ONLINE improves the customer experience, by enabling people to apply and work with Immigration New Zealand from anywhere
- Immigration ONLINE has been rolled out in stages, with different visa types in each release
- The first Immigration ONLINE release in May 2013, Visa Options Check, allowed people to better check the range of New Zealand visas they may be eligible for
- Immigration ONLINE-Student went live in August 2014 – enabling online applications for and payment of student visas
- Apply online for Work and Visitor visas and Chinese language Visitor visa form will be available for our customers from mid-2015
- Apply on behalf and assist capability will also be made available for third parties such as Immigration Advisers, education providers and employers for all online application types
- Work is under way on the best way of capturing the remaining 40 per cent of visa applications. This work includes considering how best to digitise applications for visa types other than Student, Work and Visitor, and developing online applications for groups
- The key to Immigration ONLINE success is input from staff.

## **e-Medical**

- Immigration New Zealand is improving its health processes and management
- eMedical for INZ will better align health standards and procedures with best practices and similar partner countries
- INZ has established an aligned physician panel with Australia's immigration agency offshore and eMedical for INZ has now been rolled out to 128 countries with over 5000 eMedical users
- INZ currently receives about 120,000 medical certificates a year. Half of those are onshore.
- eMedical has now replaced 80 per cent of paper-based medical certificates offshore, impacting 96,000 INZ visa applicants globally each year
- eMedical will be deployed onshore on 31 March
- Onshore – eMedical is expected to replace 100 per cent of medical certificates
- Benefits include time and cost savings for INZ and customers – eliminates paper medical certificates, cutting processing times
- Following a comprehensive procurement process towards the end of 2014, a new onshore panel physician network – made up of close to 140 medical and radiology clinics – will be officially established from the end of March to carry out immigration medicals onshore using eMedical

- Onshore clinics that weren't successful will have a three month transition period – until 30 June - where they can continue to submit paper-based immigration medicals
- Future deployment is still to be developed, but will be supported by all three eMedical participant agencies. INZ will focus on South Pacific deployment in Samoa and Tonga initially.

### **eVisa (Label-less) and passport-free applications**

- The new identity and online systems being introduced through the Vision 2015 programme will enable label-less visas to be introduced during 2015 for a number of visa-free countries
- Nationals from these countries will be able to apply for some visas online, have their applications processed and be notified of the decision without having to send in their passports
- For these customers, Immigration New Zealand will only request passports and supporting information by exception, if necessary to verify details of individual applications
- The first tranche of passport free applications and eVisas is scheduled for delivery in 2015 in conjunction with online visitor and work visa applications.
- A staged approach is being adopted with passport free applications and label-less visas being initially available to:
  - all onshore visitor visa applicants, excluding Chinese nationals
  - offshore visitor visa applicants from visa-waiver countries
  - work and student visa applicants from visa-waiver countries
- Further cohorts will be added as functionality becomes available and systems and processes are bedded in and fall within INZ policy.

### **VisaView for education providers in New Zealand**

- VisaView is an online visa enquiry system used by employers, allowing registered users to query immigration status
- INZ is expanding VisaView for use by education providers
- This supports the move to e-visas for online applicants
- VisaView for Education Providers is being developed in consultation with the Ministry of Education, NZQA, and TEC.

### **AMS retention**

- The Application Management System -AMS- is a critical set of current business systems that currently support the frontline border and visa services provided by INZ
- INZ will be retaining core parts of the Application Management System (AMS) – upgrading where necessary, and developing new online application submission capability and identity verification technology.
- AMS components will continue to provide core processing functionality after being reviewed and confirmed fit for purpose.

### **Triage and Verification**

- The new business rules and associated learning system approach being introduced through the Vision 2015 programme will enable faster, more reliable identification of the likely risks or potential value to New Zealand posed by individual migrants, leading to better-informed decisions on visa applications. New manual processes have been tested through onshore and offshore pilots and a final model will be progressively rolled out globally and onshore from late March 2015.

### **Identity Management (IDme)**

- The new identity and online systems being introduced through the Vision 2015 programme will enable easier collection of biometric (face and fingerprint) information and its use in identity verification, improving border security by reducing the incidence of identity fraud.
- IDme is due to be deployed during the last quarter of 2015.

## **Current engagement/stakeholder understanding**

Two 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. The Vision 2015 communications team plans to do a further short INZ wide survey toward the end of May, and before the deployment of further online capability, to test the effectiveness of communications.

The Visa Services Change and Implementation team are also running a series of surveys beginning from late March with Visa Services staff who are most impacted by change, to gauge the level of engagement and understanding of change being delivered into the business.

No specific survey has been carried out with external stakeholders although anecdotal evidence shows that most key stakeholders are engaged – have an understanding of what has landed and have a high level overview of what is to be delivered during 2015.

There is an intention to gather informal feedback on external stakeholder knowledge and engagement through report backs from INZ staff who hold key relationships with various sector groups.

Employers are a new group for 2015 and have been identified for key communications and Immigration Advisers remain a challenging group given no overall body to ensure a saturation of messaging approach – and numerous cluster groups, all with varying levels of understanding.

## **Monitoring**

A variety of monitoring mechanisms will be used by the Vision 2015 Programme to ensure effective implementation of the communications and engagement strategy, including:

- Weekly communications coordination meetings and joint Visa Services Change Implementation team meetings
- Feedback to the Vision 2015 email inbox
- Surveys of staff and key stakeholders by the Vision 2015 communications team, as required
- Reviewing and refreshing the Vision 2015 communications and stakeholder engagement plan in terms of stakeholder feedback within six months
- Reporting to the Vision 2015 Programme Board.

## Appendices

### Appendix 1: Audiences

These tables identify key audiences and their communications needs for the remaining life of the Vision 2015 programme, and therefore are necessarily “high level”.

Project or work-bundle specific activity/tactical communications plans that align with the Vision 2015 programme delivery roadmap will consider audience-specific communications requirements in more detail.

Internal			
Audience	Impact/Interest	Channels	Responsibility
MBIE SLT	<b>High/High</b> 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	<b>High/High</b> 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	<b>High/High</b> 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	<b>High/High</b> Vested interest in success	PDG meetings and programme information/communications as requested/required	Programme executive
INZ staff	<b>Variable/High</b> High <b>interest</b> in all offices, but <b>impact</b> of each V2015 project /or bundles phase varies across the business. Highest impacts by branch shown below: <b>Visa Services</b> – online applications, triage and	<ul style="list-style-type: none"> <li>the INZider (monthly)</li> <li>Monthly Vision 2015 video</li> <li>Vision 2015 Communications Resources content website content</li> <li>specific manager communications and tools (key messages, presentation etc)</li> </ul>	<b>Primary</b> DCE, GMs and managers <b>Secondary</b> Programme/Immigration communication teams, Deployment team, Visa Services Change and

	<p>verification – allocate assess and decide and Identity management(IDme)</p> <p><b>CRIS</b> – identity and biometrics, triage, border operation</p> <p><b>SDP</b> – Operating Model, process management, business rules management, system health, assess and decide, e-medical</p> <p><b>SPA</b> – assess and decide, triage, online applications</p>	<ul style="list-style-type: none"> <li>• DCE all staff emails</li> <li>• Manager-led meetings – walk through video</li> <li>• VSCIT intranet site for change/team leads</li> <li>• INZider articles</li> </ul> <p><b>Visa Services staff only</b></p> <ul style="list-style-type: none"> <li>• Weekly Visa Pak</li> <li>• VS business change weekly newsletters</li> </ul>	Implementation team
MBIE	<p><b>DCE Office</b> – all</p> <p><b>Low/Medium</b></p> <p>Interest based on relevance to wider business</p>	SLT, Intranet news stories, David Smol blog Nigel Bickle messages	DCE Immigration, V2015 programme executive and communications team

<b>External</b>			
<b>Audience</b>	<b>Impact/Interest</b>	<b>Channels</b>	<b>Responsibility</b>
Minister of Immigration	<p><b>High/High</b></p> <p>Programme relevant to key Govt objectives; potential risks around projects</p>	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	<p><b>Medium/Medium</b></p> <p>Most interest is in project risks</p>	ICT Ministers meeting (English, Joyce, Coleman); other communications as required	DCE, SD, V2015 programme executive – MB and programme communications/Immigration communication teams
VACs	<p><b>High/High</b></p> <p>Changed nature of work, potential decrease in workload</p>	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	<p><b>Medium/High</b></p> <p>Key partner for INZ, has seen ONLINE-Student as a threat to their business</p>	<ul style="list-style-type: none"> <li>• Henderson office (Area manager Wayne Levick)</li> <li>• Overall – Jocelyn Mikaere</li> <li>• programme communications (provide project</li> </ul>	ILT level- Jocelyn Mikaere (JM), Wayne Levick and Nicola Hogg (NH) V2015 programme executive and

	without AOB capability. High interest in and impacted by AOB, eMedical and change in processes	<p>info via Paramount Matters, IAA newsletter)</p> <ul style="list-style-type: none"> <li>• Programme executive – presentations CM</li> <li>• Global network Marketing/Area managers presentations/seminars</li> <li>• Apply on behalf /assist walk through video</li> <li>• Information sheets</li> </ul>	communications team
Education sector	<p><b>Medium/High</b>  <b>Overall</b> - ONLINE-Student has been live since 2015 – Apply on behalf and assist capability and VisaView for Education Providers comes into play June 2015.  <b>Education NZ</b> – key partner and info conduit  <b>Education providers</b> – key partner, concern about agents on whom they rely  <b>Education agents</b> –key partner, may see this as a threat to their business  <b>Others</b> – 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</p>	<p>ILT level – DCE and Rob Stevens programme communications team (provide project info via Education NZ newsletter)</p> <ul style="list-style-type: none"> <li>• presentations</li> <li>• Flyers and brochures</li> <li>• Apply on behalf /assist walk through video</li> <li>• VisaView collateral</li> </ul>	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)	<p><b>Medium/Medium</b>  Monitoring roles, need to be kept informed</p>	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	<b>Low/Medium</b> 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	<b>Medium/Medium</b> Some members are immigration advisors	Contacts as required	ILT level- Jocelyn Mikaere (JM), Wayne Levick 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)	<b>Low/Medium</b> 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)	<b>Low/Medium</b> 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)	<b>Medium/Medium</b> Monitoring interest, Privacy Commissioner could have higher interest	Regular reporting, ongoing information provision	Emily Fabling
Customs Service	<b>High/High</b> 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	<b>High/High</b> 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). <ul style="list-style-type: none"> <li>• Presentations</li> <li>• Information sheets</li> <li>• High level association meetings as required</li> </ul>	Project manager Patrick Tuapolo, Principal Medical Adviser Dr John Robertson, SDP GM SD and business owner Arron Baker, programme communications team

		<ul style="list-style-type: none"> <li>• Direct communications to panel physicians</li> <li>• FAQ and support sheets for INZ offices and ICC</li> </ul>	
MFAT	<b>Medium/High</b>	Working level contacts, work together on targeted communications in some markets, ongoing information provision	NH, programme communications team
Security agencies (Police, SIS, GCSB)	<b>Low/Medium</b> Need to understand working level changes to continue effective cooperation	Working level contacts, ongoing information provision	SS
MPI	<b>Low/Medium</b> INZ works cooperatively with MPI at the border, information sharing, “Future Directions at the Border” project	Working level contacts, ongoing information provision	SS
MSD	<b>Low/Medium</b> Interest in migrant impact on the labour market	Working level contacts, ongoing information provision	SM
NZTE	<b>Low/Medium</b> Interest in Immigration ONLINE, contribution to ‘NZ Inc’ marketing	Working level contacts, ongoing information provision	RS
Opposition political parties and lobby groups	<b>Medium/Medium</b> 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	<b>Medium/Medium</b> Public sector change programme/online system/identity management Could change quickly to high impact and	Proactive and responsive information provision, proactive engagement with a key focus on eMedical in early 2015 and proactive media releases and FAQs over successful budget bids on top of initially	Marc Piercy and programme communications teams

	interest if things go wrong –specialist media interest in IT project but moving to online mid-year and identity challenges.	approved budget	
INZ customers current and future	<p><b>High/Medium</b></p> <p>Strong interest and requirement to strongly communicate with migrants as more online capability realised – eMedical changes, eVisas and passport-free</p>	<p>Proactive engagement</p> <ul style="list-style-type: none"> <li>• Information sheets/ flyers</li> <li>• New website information</li> </ul>	DCE, General Managers, programme executive and communications team/ INZ communications team.

**Appendix 2: Communications plan – ONLINE-Student and post soft-launch communications plan**



Vision\_2015\_Comms  
\_Plan\_-\_Student\_Onl post go live communic

**Appendix 3: Communication plans eMedical x 4**



eMedical\_Communications\_Plan\_Stage\_3\_1  
eMedical\_Communications\_Plan\_\_Onshore  
eMedical\_communications\_Plan\_Stage\_2\_r  
eMedical\_\_comms\_Plan\_Stage one.docx

**Appendix 4: Integrated communications plan BSD2 (working DRAFT)**



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**Appendix 5: Communications schedule 2014 (completed)**



Schedule\_of\_Communications\_Events\_ma:

**Appendix 6: Communications schedule 2015 (working DRAFT)**



Schedule\_of\_Communications\_Events\_ma:

**Appendix 7: ILT stakeholder communications plan**



ILT Communications  
Plan key stakeholders