



Stakeholder and Communications Transition Plan BSD2

**Vision 2015 Programme to Service, Design and
Performance branch.**



August 2015

1. Document control

Version history

Date	Version	Author	Description of change
3 July 2015	1	Brad Tattersfield	First draft
10 August 2015	2	Tanya Katterns	Review, revise and re position
31 August 2015	3	Tanya Katterns	Amendments to reflect CM feedback

Reviewed by

The following people have approved this document.

Name	Role	Date	Signature*
Catriona McKay	Director, Vision 2015 programme		
Stephen Dunstan	General Manager, Service Design and Performance (SDP)		
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Catriona McKay	Director, Vision 2015 programme	31 August 2015	
Stephen Dunstan	General Manager, Service Design and Performance (SDP)		

Distributed to

The following people / groups will be sent a copy of this document (list excludes approvers).

Name	Role	Date
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2. Background

This plan is to assist with the transition of some of the responsibilities for communications of Vision 2015 programme BSD2 deliverables to the Service Design and Performance branch (SDP). This plan will be handed over to the Operational Policy Manager, SDP, who has overall responsibility for the Channel Uptake strategy and ongoing communications. It also acknowledges that it will not be a hard handover of all communications artefacts produced as part of BSD2. It acknowledges that there are ongoing communications requirements with the scheduled implementation of further Vision 2015 products which will be managed by the Vision 2015 Communications team, and where required for specific communications requirements for Visa Services staff, communications will be handled by the Change Implementation team. Some of the existing artefacts produced as part of BSD2 – Immigration ONLINE and eMedical flyers and FAQs will require ongoing maintenance and updates - with responsibility crossing between both teams (SDP and Vision 2015 communications).

The start of transition will take effect in mid-August, which is the end of the Early Life Support (ELS) period that followed the rollout of key BSD2 services on 14 June 2015.

In summary, this transition plan covers communications around online capability for:

- Work and Visitor visa applications (including the Chinese language Visitor form)
- Apply on behalf/Assist for third parties, for Work, Visitor and Student visa applications
- eVisas for onshore Work and Visitor visa applicants

Another BSD2 deliverable, eMedical, was completed in March 2015 and responsibility for communications around that deliverable were absorbed into Service Design and Performance soon after that. Links to the various communications plans that covered the three-phased rollout of eMedical along with a communications approach to mitigate risks around the establishment of the Onshore Panel Physician Network are attached (*Appendix 3*). The plans, while no longer in play, hold stakeholder information and overarching key messages which could be repositioned as the Immigration Health Team establishes itself.

Communications around Triage and Verification were largely delivered by the Change Implementation team given there was no external communications component. That communications plan and Visa Services staff focused collateral sits within Visa Services.

Two further deliverables, eVisas for offshore Work and Visitor applications and the extension of VisaView access to education providers have been reassigned from BSD2 to BSD4. Responsibility for communications of these elements will remain with the Vision 2015 programme, along with the communications approach to other deliverables in BSD3 and BSD4 and Visa Processing Operating Model (VPOM) communications. Responsibility for ongoing communications of those elements, along with Vision 2015 high level messages will be handed over to SDP as part of the wider programme VPOM handover in early January 2016.

The handover – in terms of what, to who, when and how will be worked through and agreed to with the SDP transition team and SDP contracted communications advisor prior to the final delivery of BSD4.

3. Overview - stakeholder engagement and key collateral

This transition plan summarises BSD2 communications and stakeholder engagement under these headings:

- **Engagement with key stakeholders** in the lead-up to launch and immediate post-launch period – what was delivered, how, to whom, and what might need to be followed up
- **Current communications collateral** – what are the key artefacts, where are they located
- **INZ website** – Key content

Engagement with key stakeholders

The June BSD2 rollouts impacted on a wide range of Immigration New Zealand stakeholders both internally and externally, as identified in the BSD2 communications plan (*Appendix 1*).

The programme communications team also worked closely with the Visa Services change implementation team to ensure tactical communication planning contained consistent timing and messaging, but allowing for a ‘deep dive and high-touch’ into the more process driven communications requirements of Visa Services staff.

Externally, audience-specific communications collateral was prepared and disseminated to high-impact, high-influence user groups, to complement and support engagement by INZ staff. Other audiences were dealt with case-by-case, but in principle we’ve provided generic information unless they needed something tailored. Government agencies were provided an updated Vision factsheet, and a pre-release briefing of key govt stakeholders.

Specific activity by audience, showing what was done and what was coming up at a granular level, was tracked in a schedule.

The attached communications schedule (*Appendix 2*) details specific engagements – these are summarised in the table below:

Audience	Activity – key actions and channels
Education providers	Engagement by PN office/education-sector relationship manager, supported by two direct communications from programme to providers; info supplied and distributed from top tier/organisational outlets (e.g. Education NZ, Ministry of Education). A tailored screen shot walkthrough video of Working with Apply on behalf/Assist was put on YouTube and disseminated to the sector.
Offshore education agents	Engagement by Area and Market managers globally, supported with programme collateral (e.g. flyers, presentations); Education NZ E-News to 5000 recipients. Strong awareness at offshore education fairs and a screen shot walk through video Apply on Behalf, was put on YouTube and disseminated to the sector.

Licensed advisers and exempts	Engagement by Henderson Area Office, supported with programme collateral (flyers, presentations, tailored articles); numerous seminar and conference presentations onshore and offshore ; Paramount Matters to all licensed advisers and 300 lawyers; IAA newsletter to all licensed advisers. A screen shot walk through on Apply on Behalf, to prepare IA's and give them visibility over the new product was put on YouTube and disseminated to the sector.
Employers	Engagement by SPA; tailored communication disseminated through MBIE Business Insider newsletter and through Business New Zealand. Employers in the tourism market were specifically targeted through engagement by relationship holder Andrew Johns and through dissemination of information by key bodies and influencer groups. A screen shot walk through video Apply on Behalf, was put on YouTube and disseminated to the sector.
Tourism sector	Presence/flyer distribution at TRENZ conference and information cascade through sector-based seminars; engagement by Andrew Johns
Government agencies	Agency-specific communications (e.g. MFAT, health sector agencies); key messages distributed; briefing at MBIE for key government-sector stakeholders was held in July and was attended by 40 sector representatives.
Other	Communications to VACs via Sarah Watson; airlines via BARNZ

These communications aimed to raise awareness of Immigration ONLINE services among these audiences, and to encourage and assist their use. Between June and July, the programme tested the awareness and usefulness of the new services via an online survey. The results of that survey will be reported to the Vision 2015 board, and learnings captured in planning for future Vision 2015 product releases.

It is *recommended* that SDP and other branches carrying out business-as-usual and channel uptake communications on BSD2 deliverables (e.g. SPA) make use of and build on the established channels as outlined.

Current communications collateral

In a long-running, multi-faceted and constantly evolving programme like Vision 2015, it is natural that a myriad of communications plans and collateral will be developed for specific purposes – much of this is overlapping and outdated.

Key current communications collateral for BSD2 is kept on the intranet (The Link) Vision 2015 [communications resources page](#). In summary, this page includes links to:

- What's new and key messages sheets – this document is updated as needed, and aims to provide current messaging on the programme for staff use in all internal and external audience communication. This will continue to be maintained by Vision 2015, although will be repositioned from purely Vision 2015 content to include key updates provided by SDP on channel uptake and enhancements.

- Key Immigration ONLINE communications documents – e.g. significant messages and FAQs to specific audiences, articles. This will need to be maintained by SDP, but Vision 2015 will provide updated key messages for programme deliverables.
- Presentations – a range of recent presentations for managers to draw on. These will be maintained by Vision 2015 where relevant updates are required about programme deliverables, although SDP will be required to respond to any additional requests for information from the business around channel uptake figures and any other relevant external facing information coming under the channel uptake strategy.
- External audience information – primarily these are two-page colour flyers with information and QAs tailored for key user groups. The flyers are to be maintained by Vision 2015, as the collateral will require updating in line with further programme deliverables in late 2015 and will be handed over in BSD4. QAs tailored for key user groups will be maintained by SDP, but Vision 2015 will provide updated key messages for programme deliverables.
- Current messaging on eMedical is the responsibility of SDP, while communications around Triage and Verification will remain with Vision 2015 until the process is handed over in BSD4.

Links to all the documents on the communications resource page are listed in Mako (*Appendix 3*).

It is *recommended* that SDP and other branches add to the communications resource page as and when necessary, including adding any key artefacts developed for the channel uptake strategy. The programme will continue to add content here around the implementation of further Vision 2015 deliverables and manage the updating of existing collateral such as information flyers for advisers, education providers when new products are launched – such as the extension of eVisas.

There has been repeated regular internal communications to staff to raise awareness and encourage use of the page, and anecdotal evidence suggests that staff are increasingly using it. This resource will continue to be maintained by Vision 2015, with responsibility for the page and collateral being handed over to SDP as part of the Vision 2015 Programme handover.

INZ website

The programme maintains some content on the INZ website – in particular, a comprehensive set of [Questions and Answers](#) on Immigration ONLINE, organised by subject headings. The other pages are [Immigration New Zealand business changes](#) and [Immigration ONLINE – new technology platform](#)

It is *recommended* that this established resource be regularly updated, especially the QA page – this should be promoted internally as the base QA resource to use when responding to questions. Rather than develop and promulgate ad-hoc QA lists in response to individual questioners or questions received at events, as has often been the past practice, we should use this list as the single “source of truth.” The Vision Communications will keep an eye across the pages and provide updates when there are new services coming online, though SDP is responsible for updates that reflect changes or updates to existing services.

4. Ongoing responsibilities

As significant elements of the Vision programme are transferred into BAU, there will inevitably be some overlap between programme and business communications planning and implementation. It is vital that ongoing work within Vision 2015 communications and stakeholder engagement and collateral produced as part of the channel uptake strategy is tightly aligned. Though a large chunk of Vision deliverables have been transferred into BAU, Vision 2015 communications will maintain 'ownership' of the Vision 2015 communication resource page on *The Link* and core material on the page to ensure the integrity of the communications tool which is well utilised by INZ staff and relationship managers.

Following are some areas where overlap is likely to arise, and proposed responsibilities:

- *Preparing presentations* – the programme has encouraged staff to draw on standard presentations saved in the communications resources page to tailor their own presentations. Sometimes it will be necessary to prepare new presentations for major events, or to cover new subjects. In these cases, responsibility for the preparing presentation should depend on whether the subject is primarily BAU or programme-related.
- *Providing SME speakers for seminars and conferences* – Vision 2015 key programme members have in the past been key note speakers at various seminars and briefings where the focus has been on Vision 2015 and key packages of delivery. The Vision programme will still take responsibility for providing speakers and presentation content where it is an ongoing overview of Vision 2015 and the continued programme of work. Where requests for speakers come from groups interested in work that now sits with BAU (Immigration ONLINE delivered June 2015), it is SDP's responsibility to identify appropriate speakers and develop presentations.
- *Updating key collateral* – it is critical that this material be kept updated. The programme will continue to add information around programme development, changes or updates to existing services or upcoming services, but SDP needs to keep it refreshed and add content to the page when, for example, new material is developed for use with the channel uptake strategy.
- *Updating and managing website content* – as mentioned above, the vision communications team will keep an eye across the pages and provide updates when there are new services coming online, though SDP is responsible for updates that reflect changes or updates to existing services.
- *Engagement/briefing and updates of the Minister* –
 - Six weekly engagements with MOI on Vision 2015 – Vision programme going forward
 - Weekly officials meetings – SDP on Immigration ONLINE uptake and performance (as required)
 - Weekly reporting on Vision – Vision 2015 programme and SDP on Immigration ONLINE uptake and performance

Appendix 1:



Vision_2015_June_deployement_communic

Appendix 2:



Schedule_of_Communications_Events_ma:

Appendix 3:

<http://mako/otcs/llisapi.dll?func=ll&objId=22570961&objAction=browse&viewType=1>

Appendix 4

eMedical communications plan stage 1- Final schedule.docx

<http://mako/otcs/llisapi.dll?func=ll&objaction=overview&objid=19500303>

HAT comms plan.docx

<http://mako/otcs/llisapi.dll/overview/18329569>

eMedical comms deployment schedule stage 1.docx

<http://mako/otcs/llisapi.dll?func=ll&objaction=overview&objid=20730844>

eMedical communications plan stage 2 rollout 30 January 2015.final draft .docx

<http://mako/otcs/llisapi.dll?func=ll&objaction=overview&objid=22604346>

eMedical Communications Plan Stage 3 onshore Final.docx

<http://mako/otcs/llisapi.dll?func=ll&objaction=overview&objid=24089449>

emedical_Communications_plan__Onshore_Panel_Physician_Network_clinic_announcements FINAL.docx

<http://mako/otcs/llisapi.dll?func=ll&objaction=overview&objid=23053745>