


SHARED SERVICES TEAM

Document Name: Central Government Communication Plan

Usage Guidance

Toolkit materials should only be used with due consideration to the context and requirements of the programme in question. Materials should not be directly applied 'off the shelf.'

CATEGORY DESCRIPTION

<p><i>1. Example material</i> –The tool has been provided by a single public or private sector organisation, or an external forum that has not been moderated by the Shared Services Team. It represents one possible approach to a given shared service activity, and can be used by Toolkit users as an example / reference aid.</p>	
<p><i>2. Co-developed material</i> – The tool has been produced through the collaboration of the Shared Services Team and one or more public sector organisations and / or private sector organisations. This tool Provides a jointly developed approach to a given shared services activity, and can be used by Toolkit users as an example / reference aid.</p>	
<p><i>3. Output Templates</i> – These set out what is typically included in an output of this name. They have been created as part of the development of the toolkit based on experience and best practice from other programmes and project methodologies. However, your organisation may already have a set format and template for you to use.</p>	

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Shared Services Project Communications Plan

Shared Services Project

Communications Plan

Document history

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The source of the document will be found on the Approved File Plan at
Revision History

Review and approvals

The internal review panel for this document was:

This document, and changes to it, requires the approval of the project board.
Document approved by:

Name	Signature	Title	Date of Issue	Version
Project board				

Distribution

This document has been distributed to:

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1. Introduction and purpose

- 1.1 Effective and timely communication with all stakeholders is an essential part of the shared services project. Success will require regular and consistent messages, keeping all stakeholders informed with relevant and up to date information. Equally important for the project team will be the need for good quality feedback from stakeholders.
- 1.2 Communications will underpin the change process for the move toward shared support services across the whole Xxx. It should ensure that all people affected by changes receive timely and accurate information and are able to feed back their views and have them taken into account.
- 1.3 The overall approach to project communications is covered in the communications strategy.
- 1.4 The purpose of this communication plan is to identify the objectives and key messages; the audiences and their issues; and the outline media and timing plan for the detailed design phase and run up to rollout in xxx 200x.
- 1.5 Overall responsibility for the delivery of the plan lies with the central Department Head of Internal Communications. All local communications must be cleared centrally for the sake of consistency. Business Units must ensure that local managers and HR advisers keep to agreed lines.
- 1.6 Xxx central and agency internal communication representatives will work closely together and with the project team. The xx group meets bimonthly.

2. Objectives and key messages

- 2.1 The shared services project has a number of objectives that form the core messages for the communications plan. These are covered in detail in the project initiation document but in summary are:
 - helping the Department work together more effectively, improving resource management and reducing the time taken to consolidate accounts;
 - giving senior managers better and more timely management information, so that they can take better decisions on strategy and resource allocation;
 - making best use of technology so that processes like procure to pay and staff recruitment are made faster and cheaper;

- freeing managers in finance and HR from managing basic administrative tasks so that they have more time for added value work; and
- meeting the requirements of the Gershon efficiency review to share support services and gain economies of scale by bringing the business units of Xxx together rather than joining with other government departments.

2.2 The objectives of the communications plan in this phase are to:

- explain how the project fits with the objectives of the departmental reform agenda, making the Department more efficient and professional;
- explain the practical benefits;
- give staff as much opportunity as possible to prepare for the job cuts that are likely to result;
- reassure them that change is not the result of individual failure but of changing business need;
- manage the Department's relationship with the Trades Unions; and
- counteract misinformation and rumour.

3. Audiences

3.1 So far, communications on the shared services project have mostly been confined to routine reporting to the project board and other stakeholders. This can be attributed to the sensitive nature of the staffing issues and the need to gain Board and Ministerial approval.

3.2 Routine communications include:

- project board meetings;
- project papers;
- verbal and written reports;
- one-to-one meetings;
- verbal feedback (at board meetings and in one-to-one discussions);
- written comments and e-mails; and
- questionnaires.

3.3 This will continue, but now that the project has ministerial approval wider staff communications are needed.

3.4 The audiences covered by this plan are:

- Xxx staff generally
- HR and finance staff
- Staff in the individual business units
- Trades Unions
- Press
- Agency Chief executives
- Finance and HR directors
- Senior managers

3.5 Project communications have not been included and will be addressed elsewhere (e.g. statements of work).

4. Key issues by audience

4.1.1 xxxxxx

5. Available media

- 5.1 As far as possible, messages should be distributed at the same time to recipients across Xxx and the agencies.
- 5.2 In **Xxx**, important announcements to staff are generally sent out as messages from xxx. These are published on xxx, the main repository of reference information, and an e-mail alert is sent to all staff. xxx, distributed by e-mailed link every xxx, is the most used communication medium in Xxx. xxx screens can advertise xxx articles and can also run periodic reminders.
- 5.3 In **XXX**, the intranet based news service xxx is used for higher profile announcements, while xxx carries more routine information and is updated several times a day. The monthly corporate brief is at the centre of the face-to-face cascade of essential information.
- 5.4 In the **xxx**, xxx can be accessed from the front page of the intranet and xxx, a weekly electronic bulletin, also provides news and information for staff. xxx is a monthly team briefing process and the xxx is a PC-based log-on flash screen, prepared the day before.
- 5.5 In **xxx**, messages from the Chief Executive can be e-mailed to all employees, and information can be posted on the two intranets (the xxxx still maintains its own intranet). Senior managers can be reached as a discrete audience through xxx, which is quarterly but can be produced on an ad hoc basis if needed. xxx extends further to all managerial grades.
- 5.6 In **xxx**, staff can be reached through a fortnightly electronic bulletin, xxx. The intranet, known as xxx, is the other main communications medium and repository for information.

- 5.7 In **XXX**, staff can be e-mailed directly with important messages and have access to an intranet, known as xxx. The intranet also hosts xxxx, used to get news to staff quickly. It is flexible and can be produced on an ad hoc basis.
- 5.8 In **xxx**, the intranet is the central communications medium.
- 5.9 xxx magazine goes to all Xxx staff. Some agency staff also have access to Transnet, including all those on gsi. xx and xxx have recently been connected outside of gsi.
- 5.10 All the agencies except xxx have printed staff magazines which could also carry news and feature material. Print publications, including xxx, are typically monthly or bi-monthly with long production schedules compared with electronic media, so they are not suitable for time-sensitive announcements.
- 5.11 Face to face briefings by senior and/or local managers will be important for staff directly affected once the design phase is complete and as the roll out progresses. Briefings must be cleared centrally and follow a consistent line.

6. Risks and counter- risk strategies

- XXX

7. Evaluation

- Direct feedback at 'town hall' meetings and at face-to-face meetings with XXX and contractors.
- Minimal complaints from stakeholders of feeling 'left out of the loop'.
- Positive feedback from target audiences, both direct and anecdotal.
- Measurement of readership stats for information on XXXXXX.
- Use of existing evaluation methods within the agencies.
- Communications effectiveness survey