

APPENDIX 6: FIT FOR THE FUTURE COMMUNICATIONS PLAN

Key Stakeholders	Stakeholder Role/ Issues	Key Messages to Communicate	Type of Communication	Timing/ Frequency	Responsibility
Staff	Need to know what is proposed/ what is happening	Decisions made Update on the plans Changes occurring	1. Monthly (after an initial baseline article) intranet newsletter published in week after each SMT covering: <ul style="list-style-type: none"> progress on existing projects (service enhancements and budget savings achieved/ planned and progress against timelines) scope and proposed timeline for new projects starting in coming month any feedback from members from monitoring reports listed below update on any discussions with Unions answers to any questions received (see below) changes to budget projections and impact on programme 	Monthly	Communications Officer/ Programme Manager (approved by SMT)
			2. Standing list of ordered FAQs on intranet, updated as necessary	As required	Communications Officer Programme Manager
			3. Link from intranet to a dedicated e-mail account for staff to ask questions. Each to receive an individual response including advice as to whether the FAQs will be amended. (If so next	As required	

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			<p>newsletter to include anonymised response</p> <p>4. Chief Executive's blog to deliver consistent and complementary message to intranet updates</p> <p>5. Chief Executive's annual talk used to reinforce overall message and any key points</p> <p>6. Core Brief item containing and new and relevant information or success stories</p> <p>7. Bite Sized Chunks to provide staff the opportunity to here updates from the senior management team and have their questions answered.</p>	<p>Weekly</p> <p>Annually</p> <p>Monthly</p> <p>As required</p>	<p>Chief Executive</p> <p>Chief Executive</p> <p>Programme Manger</p> <p>Programme Board</p>
Trade Unions	Need to know what is proposed, especially where it affects Terms and Conditions or Establishment	Job/contract changes Impacts on staff	<p>Standing item on Joint Communication Forum agenda</p> <p>Members/ Trade Unions Joint Consultation & safety Panel</p> <p>Ad-hoc briefings as required at discretion of CMT</p>	<p>Five times a year</p> <p>Quarterly</p> <p>As required</p>	<p>HR Manager</p> <p>Programme Board</p> <p>CMT</p>

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Overview and Scrutiny Committee	Scrutinising programme	Proposed service changes	Baseline report to Committee setting out scope and timelines of projects currently underway and outcomes achieved to date Ad-hoc reports as requested by the Committee in response to their scrutiny of half yearly Executive monitoring report	Quarterly As required	Programme Manager (approved by SMT)
Finance and Audit Committee	Scrutinising programme	Achievable budget savings	Baseline report to Committee setting out scope and timelines of projects currently underway and outcomes achieved to date Ad-hoc reports as requested by the Committee in response to their scrutiny of half yearly Executive monitoring report Half yearly update report on budget projections to F&A allowing them to make recommendations on proposed changes to the programme to Executive	Quarterly As required Quarterly	Programme Manager (approved by SMT)
Programme Manager	Responsible for ensuring the Programme achieves its benefits	Progress on achieving project benefits Exception reports	Monthly reports on project progress Exception reports (as necessary) if problems occur which need	Monthly As required	Project Sponsors/ Project Managers Project Sponsors/

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			resolving at programme level		Project Managers
Executive	Ensuring all benefits are realised	Progress on realising benefits/ forecast for future benefits	Half yearly monitoring report on progress against timeline for existing projects, progress against overall programme, budget savings achieved to date and budget savings projected from remainder of programme (August/ September and February/ March) Reports as required if SMT or Committees consider that programme requires amendment	Quarterly As required	Programme Board (approved by SMT)
Programme Board(SMT)	Accountable for ensuring the Programme achieves its benefits	Progress on realising benefits/ escalation of issues/ risks	Monthly progress report (exception basis) from Programme Manager	Monthly	Programme Manager
		Project purpose/ project scope/ project approach	E-mailed extracts from Project Initiation Document	During initiation	Programme Manager
Partners	Common purposes of improving service quality and balancing budgets	Purpose of programme/ scope of programme/ impact of proposals/ timetable	Informally advised of programme as appropriate	Regularly	Programme Board
Press	Publish articles of	Significant service quality	Reactive Press statements issued as necessary depending on their	As required	Communications Officer (approved

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	interest to the public	improvements made as a result of the programme	reporting of papers submitted to Committees		by SMT)
Public	Service improvements benefit them	Significant service quality improvements made as a result of the programme	<p>Website article to be posted outlining purpose and scope of programme</p> <p>Website updates if any significant changes needed to programme</p> <p>Focus Magazine</p> <p>Briefings at Community Forum</p>	<p>As required</p> <p>Three times a year</p> <p>As required</p>	<p>Communications Officer (approved by SMT)</p> <p>Communications Officer</p> <p>Community Partnership Team</p>