CareFirst Replacement Programme
Stakeholder Communication & Engagement Strategy & Plan

This plan will clarify the actions needed to gain stakeholder engagement, commitment and ownership over the implementation of the new system.

The wider Project Team needs to ensure that every user is aware and has understanding of the changes ahead (see image 1 below). This will be supported by regular communication and engagement activities including relevant training which aids the acceptance and implementation of the new system. By mapping and understanding the different needs of users and key stakeholders (see Appendix 1) we can better respond to them, and ensure the communication of key information is effective and accessible to all. Engagement will involve a range of channels that will be set out in this document, while also explaining key dates and messages.

Engagement and communication is not always about producing more messages, more often than not it is about repeating the same/similar messages or aligning messages with existing communication & engagement activities, e.g. attend an existing meeting or aligning to existing change initiatives.

As part of the Project resourcing we have included plans to recruit a Business Change and Comms Lead. This is a draft plan that will be finalized once the Business Change and Comms Lead is in place during the Project Initiation.

Image 1 – Seven Stages of Commitment to Change with sample activities at each stage
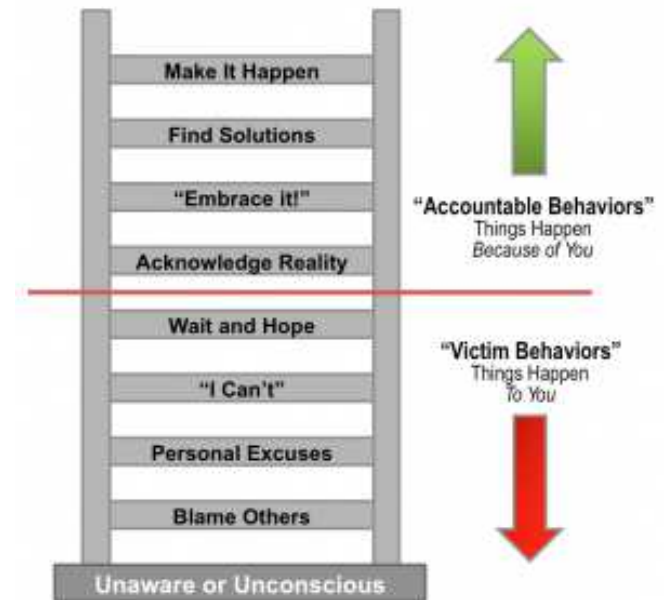
Key Communication and Engagement Principles

CLEAR:

- Start every communication with clarifying 'the Bigger Picture' (the 'why') and how Project fits in
- Branding – Use the Project Logo for any communication to all stakeholders – project branding to be arranged.
- Communication is planned around significant trigger events and changes
- Use existing communication channel and engagement activities for each service/team
- Communicate clearly, simply & effectively, remembering that often 'less is more' in a world where people have much demand on their time. Where possible, use visuals and inspiring stories by trusted peers to convey messages

ENCOURAGE ENGAGEMENT, ACCOUNTABILITY & OWNERSHIP:

- Communicate through those who have the highest level of understanding and trust within each service/team, making them best-placed to convey messages, e.g. Workstream Leads, Culture Leads, HR Business Partner, Service Representative etc (not always management team)
- Encourage more peer-to-peer conversations rather than top-down messages
- Insist on decisions being made closer to the frontline as top-down control over decisions can negatively affect change readiness, resilience & ownership
- Ensure that key messages and actions are brought together where possible and tailored to meet the engagement needs of various stakeholders/colleagues/partners
- Regularly use the Stages of Commitment (see above) to informally assess each team's level of engagement and ownership (and highlight areas of concern)
- Clarify the importance of 'doing with' rather than 'doing to'
- Regularly take time to thank stakeholders for their input and highlight the benefit they are adding to the outcomes
- Enlist system champions for each service area to promote and support the system at a "grass roots" level.

Make It Happen
Find Solutions
"Embrace it!"
Acknowledge Reality
Wait and Hope
"I Can't"
Personal Excuses
Blame Others
Unaware or Unconscious

"Accountable Behaviors"
Things Happen Because of You

"Victim Behaviors"
Things Happen To You

KEY MESSAGES:

- The system is a tool to support excellent social work practice – This is about supporting practice and ensuring excellent outcomes for vulnerable people.
- It is about enabling transformation.
- Investment in Social Work Practitioners
- Commitment to excellence
- We have been through a rigorous procurement process and have identified the best system for Birmingham

Next Steps:

Trigger Event	Message / Activity	Audience*	Channel	Desired Outcomes:	Owner	Start-end date
Launch of Project to the organisation	An overview of the project, what its outcomes will be. It will be included Department Email Communications.	All Children's, Adults & Finance	Email	Colleagues are aware of the project and understand the changes that will take place.	KP	July 2017
Awarding of Tender	Naming the new system and branding is launched. A 'what's happen so far' message The vison of the system is outlined ad how the system fits into the wider context. Branding of the project and how it fits into the wide agenda of Children's, Adults & Finance. Will also be included on the Intranet. Posters created. Outlined plan is communicated	All Colleagues in Adults, Children's & Finance Teams Wider workforce and agencies	Webpages, All dept. email, newsletters Departmental leadership team messages/ face2face Roadshows	Colleagues know that there will be a system change. They are aware of outline timescales, and the activity required of them over the next few years. Colleagues are engaged with the new system and understand implications Enables transition to be smoother	KP	August– September 2017

AS Is Process Mapping Workshops	Key individuals and process owners will map how work flows between one service/ team to another and how services are provided.	Key Process owners, Steering group and senior managers for signoff	Workshop	People understand the impact of using the system – Data input.	KP	Oct– Dec 2017
TO BE Process Mapping Workshops underway	Key individuals and process owners will map how work should flow between one service/ team to another after system implementation and how services will be provided.	Key Process owners, Steering group and senior managers for signoff	Workshop	The right level of detail regarding process, systems and people is given to the project. Defining	KP	Oct– Dec 2017
Search for / recruit front line reps/change champions	TBA	TBA	Managers / Project lead identify	Key individuals will champion	Project to define	Dec 2017
Provider supplies new system to begin configuration	Workshop with Key Leaders –briefing them on upcoming project activities and expectation of teams for project and system implementation	DLT and SLTs	Team Meetings -Face2Face	Clarity of roles within delivery of a system and what is needed from leaders in terms of resource and the impact this could have on BAU. Key risks identified and mitigation of these risks Leaders are clear on timescales and can plan for implications	KP	Dependent on tender award
System UAT sessions	Key Individuals will signoff key aspects of the new system through various methods To Be Business Process maps will be used to ensure there is a correct level of business signoff in this phase.	Project team, sponsor and key project sign- off routes	Workshop	Validation of system and business process.	KP	Dependent on tender award
Progress Updates	To inform Individuals of progress to date,	All Colleagues	Email. Website	Keep all stakeholders informed of	KP	Nov 2017 Onwards

		in Adults, Children's & Finance Teams Wider workforce and agencies		progress		
Frequently Asked Questions	Answer questions raised at the team meeting and through PE Champions	All Colleagues in Adults, Children's & Finance Teams	Website, Team Meetings, PE Champions	Clarify any frequently asked questions to all users	KP	Nov 2017 Onwards
Clarify Training Overview Strategy in support of System Implementation & make recommendations post-implementation	Training Plan to be defined To include: Drop In Session Training Manuals Training sessions eLearning Online Help Centres Floor Walkers	Steering Board	Steering Meeting	Have an agreed training approach	Project to define	TBC – In line with Project Implementation Plan.
Updates at DLT Meetings	Update on project progress and opportunity to ask questions	DLT Team	Team Meetings	For teams to be kept in the loop of progress	KP	Nov 2017 Onwards
'Keep It Clean' Data Cleansing message	Message from Project Team to ask teams to help with data cleansing and correcting errors	All Colleagues in Adults, Children's & Finance Teams	Newsletter, Team Meetings	Have teams understand how they can assist in this project through day-to-day actions	KP	Nov 2017 Onwards

Message to Managers re Data Cleansing & Data Protection	Message from Project Team to ensure Managers take responsibility for their teams to help with data cleansing and correcting errors	Adults, Children's & Finance Team Managers	Via HoS & Management Meetings	Have data cleansing & data protection clear in performance appraisals and other management practices	KP		Nov 2017 Onwards
Countdown to E Learning, Face-to-Face Training & Go Live	3 Months before Training: PE Champion Session to talk through countdown to Go Live role in supporting teams pre- and post-implementation and ways to improve data quality etc. Reminder what to expect from training through PE Champions Plan in and put guided e-learning and face-to-face training courses onto Learning Pool 6 Wks before Training: Advertise face-to-face training sessions via intranet, newsletter and direct email 3 Months before Go Live Advertise guided e-learning sessions Email to Managers about releasing staff, booking people on guided e-learning sessions and process of booking people onto face-to-face courses Arrange demonstration of the system (& preview of forms?) through PE Champions 10 Wks before Go Live: Email E-Learning Login Details to all users, remind people E- Learning is mandatory & remind people to book themselves onto face-to-face training Clarify the transition plan from Care First &	PE Champions Teams Less Confident System Users	Workshop Team Meetings Via email to managers & PE Champions	To ensure PE Champions are comfortable with their role in the build up to Go Live and beyond Ensure all users are booking themselves onto training Ensure all users know about how to book onto training and have more support for less confident system users	TBC		Dependent on Go live date

	Documentum to new system through PE Champions and points of contact for accessing further training and when issues arise 1 Month before Go Live: 3 Wks before Go Live: 2 Wks before Go Live: 1 Wk before Go Live:					
During Training & Implementation	Daily/Weekly updates on who has completed the E-Learning & reminder to encourage completing the E-Learning Distribution of materials	Managers & Trainers	Via email	Ensure users have completed E-Learning before accessing face-to-face courses	TBC	Dependent on Go Live date
Post-Implementation questions to answer and actions planned in	Day 1: I didn't receive a log in, who do I contact? I cannot find a citizens information on LL. Do I report or start a new record from scratch? We have to shut down the system, how will work continue while the problem is resolved? Week 1: User Confidence Questionnaire We have a team specific question. Who are the Super Users or how do we arrange a Floor Walker visits to our team? I have been off long-term sick and missed the implementation training. How can I get up to speed?			Need to think through how this would trigger further support		

	Month 1: Resend Survey to all users I would like a report for our next team meeting but cannot remember how to access it? Do the Project Team need a lessons learned workshop? 6 Months: Next Phase is about to Go Live and my team needs an update 1 Year: I need to complete an activity I only do once a year and cannot remember how to do it on the new system? Where do I go for a reminder?		Survey Monkey		TBC	

Mapping of Key Project Stakeholders

Stakeholder	Name/s	Contribution Essential, Desirable, Non-Essential	Influence / Power High, Med, Low	Level of Interest High, Med, Low	Stakeholder Interest	What the project needs from them	Communication & Engagement Method
Sponsor (Adults)	Graeme Betts	Essential	H	H	Wants to see a reliable and dependable solution in place that meets Care Act requirements/ recommendations.	Sponsor the project, approve the *project schedule, direct* communications to senior leadership, and provide resources and general support to the project. Overall decision maker	Regular Meeting with Project Manager and Business Change Manager
Sponsor (Children's)	Alistair Gibbons	Essential	H	H	Wants to see a reliable and dependable solution in place that meets Ofsted requirements/ recommendations.	Sponsor the project, approve the *project schedule, direct* communications to senior leadership, and provide resources and general support to the project. Overall decision maker	Regular Meeting with Project Manager and Business Change Manager
Sponsor (Finance)	TBC	Essential	H	H	Wants to see a reliable and dependable solution in place that meets regulatory requirements/ recommendations.	Sponsor the project, approve the *project schedule, direct* communications to senior leadership, and provide resources and general support to the project. Overall decision maker	Regular Meeting with Project Manager and Business Change Manager
Sponsor	Louise Collett	Essential	H	H	Wants to see a reliable and dependable solution in place that meets regulatory requirements/ recommendations.	Sponsor the project, approve the *project schedule, direct* communications to senior leadership, and provide resources and general support to the project. Overall decision maker	Regular Meeting with Project Manager and Business Change Manager

Stakeholder	Name/s	Contribution Essential, Desirable, Non-Essential	Influence / Power High, Med, Low	Level of Interest High, Med, Low	Stakeholder Interest	What the project needs from them	Communication & Engagement Method
Project Steering Board	Kelly-Marie Prentice Alastair Gibbons Alan Lotinga David Moran Louise Collett Carl A Griffiths Tony Stanley Anthony Elliott Satwinder Chohan Peter Woodall Paul Busst Phillippa Weymouth Mohammed Yahiah Andy Fullard Jackie Woollam Louise Milner / Julie Parry Wendy X Griffiths	Essential	H	H	Want a solution that meets the needs of the users	Provider steer and direction Make resources available to support the project	Regular Meeting with Project Manager and Business Change Manager
Councillors	Ian Ward Brigid Jones Paulette Hamilton Majid Mahmood	Essential	H	M	Project must be delivered within budget and time constraints	Budget approval	Escalation via EMT. Quarterly updates on progress.

Stakeholder	Name/s	Contribution Essential, Desirable, Non-Essential	Influence / Power High, Med, Low	Level of Interest High, Med, Low	Stakeholder Interest	What the project needs from them	Communication & Engagement Method
Corporate Leadership Team	Stella Manzie Mike O'Donnell Angela Probert Jacqui Kennedy Waheed Nazir Paul Dransfield Colin Diamond Andy Cauldric Graeme Betts	Desirable	H	H	Want a solution that meets the needs of the users	Support the project Provide steer as required Help support engagement of teams / users Approve implementation plans	Escalation via DLT.
Children's DLT	Colin Diamond Andy Cauldric Alastair Gibbons Yvette Waide Lorna Scarlett Kay Child Tony Stanley Andy Pepper Dawn Roberts Debbie Currie	Essential	H	M	Minimal impact to operational teams Solution fit for purpose Well planned with sufficient notifications/ updates Involvement in early phases	Support the project Provide steer as required Help support engagement of teams / users	DLT Meeting Attendance. Checkpoint Reports. Email Communications.

Stakeholder	Name/s	Contribution Essential, Desirable, Non-Essential	Influence / Power High, Med, Low	Level of Interest High, Med, Low	Stakeholder Interest	What the project needs from them	Communication & Engagement Method
Adults DLT	Graeme Betts Louise Collett Dr. Adrian Phillips (Service Director Adult Care – Birmingham Housing Options) Tapshum Patni AD Delivery (V) AS Specialist Care (V) Maria Gavin Wendy Griffiths John Denley Dr Wayne Harrison Dr Dennis Wilkes	Essential	H	M	Minimal impact to operational teams Solution fit for purpose Well planned with sufficient notifications/ updates Involvement in early phases	Support the project Provide steer as required Help support engagement of teams / users	DLT Meeting Attendance. Checkpoint Reports. Email Communications.
Service Managers/ Team Managers	Multiple	Essential	M	H	Minimal impact to operational teams Solution fit for purpose Well planned with sufficient notifications/ updates	Support the project Provide steer as required Help support engagement of teams / users	Team Meeting Attendance. Email Communications.
ICT User Group	Multiple	Essential	M	H	Minimal impact to operational teams Solution fit for purpose Well planned with sufficient notifications/ updates	Support the project Provide steer as required Help support engagement of teams / users	Group Attendance.
Project Team	See CareFirst Replacement Resource Profile	Essential	M	H	Roles clear Timeline realistic Want the project to be successful	Manage and lead own plans Update on progress Support project goals	Team Meetings. Checkpoint Reports. Email Communications.

Stakeholder	Name/s	Contribution Essential, Desirable, Non-Essential	Influence / Power High, Med, Low	Level of Interest High, Med, Low	Stakeholder Interest	What the project needs from them	Communication & Engagement Method
CareFirst user group	Group of senior users responsible for overseeing and approving system & process changes	Desirable	M	H	Want a solution that simplifies processes and is simple and easy to use Want to be involved in key decisions about the project	To input into requirements Support procurement process Provide feedback on project proposals and plans Communicate updates to areas responsible for	Group Attendance.
People Domain Board	Group of representatives from the department responsible for approving new projects and IT resource allocation	Desirable	M	M	Want to understand progress and IT impact	Support the project Provide feedback on project proposals and plans Make project aware of any dependencies	Meeting Attendance. Checkpoint Reports.
System Users	All end users	Desirable	L	H	Want an improved system that simplifies processes and reduces administration time	To be available for training To support with testing To read project communications / stay up to date on progress	Training. Email Communications. Roadshows. System Champions.
IT Support - application	See CareFirst Replacement Resource Profile	Desirable	L	M	Want to be clear about future role / responsibilities	To be available for training To support the current and future systems To support with testing To read project communications / stay up to date on progress	Training. Email Communications. Roadshows. System Champions.
IT support - help desk	All help desk staff	Non - essential	L	L	Core system functions and changes to process	To be available for training To support the current and future systems	Training. Email Communications. Roadshows. System Champions.
Partners and Voluntary Organisations	TBC	Desirable	M	M	Ensure project aligns to future requirements around partnership working	Support and engagement and input into implementation plans Users will need to use partner portal Communicate to teams	Email Communications. Training and Access Information. Key Stakeholder Group Meeting Attendance.

Stakeholder	Name/s	Contribution Essential, Desirable, Non-Essential	Influence / Power High, Med, Low	Level of Interest High, Med, Low	Stakeholder Interest	What the project needs from them	Communication & Engagement Method
Citizens – Children, Adults, Carers etc.	Multiple	Desirable	Low	Low	Want excellent outcomes from their social work interaction	Support and engagement Users will need to use citizen focussed portals	Roadshows, Press, Focus Groups