# PICTS Contract

# Schedule 17

# Communications

**Document Info**

**Version #:** 1.0

**Date:** 14 December 2016

**Revision History**

| Version | Date | Details of Changes | Author |
|---|---|---|---|
| 0.1 | 24/11/16 | First draft based on existing OMNI Schedule | Sharpe Pritchard |
| 0.2 | 25/11/16 | Review and response/acceptance of changes | Sopra Steria |
| 0.3 | 01/12/16 | Updated draft, accepting changes where agreed | Sharpe Pritchard |
| 0.4 | 3/12/16 | Further review and update | Sopra Steria |
| 0.5 | 5/12/16 | Review at joint workshop | Joint |
| 0.6 | 11/12/16 | Ref to NOMS Comms strategy included | Sopra Steria |
| 0.7 | 12/12/16 | Updated draft, accepting changes where agreed | Sharpe Pritchard |
| 1.0 | 14/12/16 | Final version for completion | Sharpe Pritchard |

## 1. Communications Vision and Outcomes

1.1 Effective Communications are vital to the success of both the Services delivery and the implementation of business change.

1.2 Communication is defined as the effective transfer of messages between two parties.

1.3 The PROVIDER shall implement a Communications Strategy which shall ensure from the start of the Agreement, clear timely and effective Communications to ensure alignment of expectations and plans for the delivery of the Services.

1.4 Not Used.

1.5 The PROVIDER will apply its skill and expertise to ensure as far as reasonably possible the following outcomes:

(A) Involved and committed AUTHORITY staff;

(B) The PROVIDER's delivery approach and plans for change are enhanced through two-way Communications with appropriate AUTHORITY management and staff;

(C) Accelerated transacting with the supplier community through ongoing briefing and understanding of relevant offerings, keeping the supplier community appraised in a timely manner of the PROVIDER's technology and service improvements which may arise from time to time; and

(D) Smoother integration with, and participation in, IT initiatives in the broader criminal justice system.

## 2. Communications Strategy

2.1 Communications Strategy is defined as the documented set of plans, processes and principles designed to achieve successful Communication with an agreed set of AUTHORITY stakeholders and Users over the Term of this Agreement.

(A) The PROVIDER will create and maintain a Communications Strategy for PICTS which, without limitation, is consistent with, and adheres to, the principles established in the NOMS Communications Strategy (NOMS "Digital and Change Comms Matrix" dated September 2015), as updated from time to time.

(B) The Communications Strategy will, without limitation:

(1) Inform the development of a Communications Plan for the life of the Agreement;

(2) Document key AUTHORITY stakeholders as advised by the AUTHORITY;

(3) Include a high-level message plan;

(4) Not Used;

(5) Define, for each stakeholder group to be advised by the AUTHORITY, appropriate channels for Communications;

(6) Provide management of Communications between the PROVIDER and the AUTHORITY within the proposed PICTS governance process.

(C) The PROVIDER will use appropriate mechanisms to support two-way Communications. This will include feedback sessions and briefings.

(D) PICTS and NOMS Communications will be integrated through the use of the same definitions and naming conventions; an agreed set of principles between PICTS and NOMS Communications groups on joined-up Communications; and adherence to Communications policies, standards and guidelines to the extent that these are outlined in the NOMS Communications Strategy (as defined in paragraph 2.1(A)).

(E) The PROVIDER's Support Organisation will:

(1) Own the maintenance of the Communications Strategy and the Communications Plan;

(2) Develop the specific stakeholder map and the message plan;

(3) Provide approval on behalf of the PROVIDER and seek approval from the AUTHORITY for Communications;

(4) Not used;

(5) Plan, schedule and draft Communications for appropriate media; and

(6) Not used.

(F) Not used.

(G) Processes that enable the development and maintenance of the Communications Plan will form an integral part of the Services.

(H) The PROVIDER will formally review the Communications Plan with the AUTHORITY on an annual basis except where:

(1) Performance measures for Communications indicate the need to revisit the plan and take remedial action; and

(2) Significant business changes, such as the re-drawing of organisational boundaries, require that the stakeholder map is reviewed and adjusted.

(I) The PROVIDER shall manage Communications, without limitation, by:

(1) The use of the same definitions and naming conventions across PICTS, the NOMS Communications Strategy (as defined in paragraph 2.1(A)), planning and delivery;

(2) An agreed set of principles between PICTS and the NOMS Communications team that defines cases where Communications should be joined-up; and

(3) Adherence to Communications policies, standards and guidelines to the extent that these are specified in the NOMS Communications Strategy (as defined in paragraph 2.1(A)).

(J) The PROVIDER will work with the AUTHORITY for the purpose of joint Communications, both within NOMS and across the wider criminal justice system.

(K) Governance of Communications:

(1) The PROVIDER shall report on Communications activity to the Service Management Board;

(2) Not used;

(3) Not used;

(4) The content, timing and delivery channels for all Communications involving Users will require the prior approval of the AUTHORITY; and

(5) The PROVIDER shall include measures of Communications delivery in its report to the Service Management Board.

(L) All PROVIDER initiated communications must be approved and released by the AUTHORITY's nominated Communications Manager or such other AUTHORITY representative as advised by the AUTHORITY.

(M) The PROVIDER will seek feedback from Users following the Commencement Date and will provide information regarding such feedback.

## 3. **Communications Plan**

3.1 Not used

3.2 Technology Refresh

(A) The Parties will agree a Communications Plan in order to support the Technology Refresh Projects detailed in Schedule 16 (Technology Refresh).

(B) The Communications Plan will identify the stakeholders that will require Communication regarding Technology Refresh.

(C) The Technology Refresh Communications Plan will terminate when the Technology Refresh Projects (as set out in Schedule 16) have been completed.

(D) The PROVIDER may include the Technology Refresh Communications Plan within the steady state Communications Plan referred to in Paragraph 3.3 below.

3.3 Steady State

(A) Not Used.

(B) Within 45 days of the Commencement Date, the PROVIDER shall update the existing steady state Communications Plan in use on the Previous Contract which will become active once that update is completed and remain active for the duration of the Term.

3.4 Communications Messages

(A) The PROVIDER accepts the need for different types of messages in different stages of the Agreement.

(B) The PROVIDER will ensure that all Communications will be designed to recognise the importance of two-way Communication.

**The table below illustrates the PROVIDER's approach to the development of messages.**

| PICTS Phase | Technology Refresh Projects | Steady State |
|---|---|---|
| Emphasis for this phase | Communicating the changes being introduced under the Technology Refresh Projects | Improving business as usual and communicating business change |
| Messages to Users | How Technology Refresh will enable NOMS business changes<br>Technology Refresh benefits<br>Overview of changes and impact to Users | Future projects and their potential impact / benefits<br>Detailed Communications to support change initiatives (as and when required) |
| Messages from Users | Issues, concerns & priorities<br>Preferred channels & timing for comms | What can we do to improve PICTS<br>Feedback on Communications |

3.5 Measurement of the Effectiveness of Communications:

(A) The PROVIDER shall measure and report monthly to the Service Management Board on the delivery of its Communications as described later in this paragraph 3.5.

(B) The PROVIDER shall, where possible and reasonable to do so, use the measurement to improve its Communications process.

(C) The PROVIDER, with support from stakeholder relationship managers will ensure that feedback is built into all Communications where appropriate.

(D) The PROVIDER's measures of its performance will be agreed with the AUTHORITY and may include, without limitation:

(1) Frequency and volume of actual Communications versus plan;

(2) Not used;

(3) Feedback forms at meetings and forums if used;

(4) Overall stakeholder satisfaction with Communications where provided;

(5) Not used;

(6) Not used; and

(7) Feedback forms at roadshows and other open Communications events if held.