



# **IBEC/ CBI Joint Business Council Communications Plan**

**Interreg IVA 2007-2013**



# Table of contents

<b>1. Introduction</b> .....	<b>3</b>
<b>2. Statement of purpose</b> .....	<b>4</b>
2.1 JBC mission and vision .....	4
2.1.1 Mission .....	4
2.1.2 Vision .....	4
2.1.3 Values .....	4
2.2 JBC commitment to communications .....	4
2.2.1 JBC website .....	5
2.2.2 JBC Newsletter .....	5
2.2.3 Recognition of EU funding .....	6
2.2.4 Evaluation of communication activities .....	6
<b>3. JBC stakeholder analysis and communication plan</b> .....	<b>7</b>
3.1 JBC stakeholder analysis .....	7
3.2 JBC communications plan .....	12
<b>4. Management and resourcing of the JBC Interreg IVA Communications Plan ....</b>	<b>20</b>

# 1. Introduction

The IBEC-CBI Joint Business Council (JBC) links the Irish Business and Employers Confederation (IBEC) and the Confederation of British Industry (CBI) in Northern Ireland. Formed in 1991, the Council's primary role is to promote economic growth and development on the island of Ireland, based around the core business values of enterprise and innovation.

The JBC communications plan sets out how we plan to communicate effectively internally and externally with our stakeholders in the course of our work and on the delivery of our work programme 2007-2013. The communications plan incorporates a stakeholder analysis which gives an outline of the stakeholders in the projects and details how the JBC intends to implement this strategy.

The main objective of the communications plan is to promote the Joint Business Council and its activities to its stakeholders. This objective will be achieved by ensuring that a consistent message is conveyed which is reinforced - in our communication and in our interaction with stakeholders.

The important contribution of our partner organisations and the Interreg IVA funding provided will be fully and appropriately acknowledged on all communication both formal and informal. At every opportunity the financial support of the European Regional Development Funds will have due prominence in all materials produced, distributed and published by the JBC. JBC will strictly adhere to the guidance provided by the Special EU Programmes Body (SEUPB) in relation to the publicity requirements.

In carrying out its strategic review in 2006, the JBC recognised the importance of internal and external communications. The JBC has a strong track record in this area and will seek to maintain and strengthen this focus over the delivery of the JBC programme 2007-2013. A key role is to keep stakeholders informed about the JBC and its activities and to ensure business north and south gain maximum benefit from their membership and participation.

JBC executives play an important role in communicating with each other and with member companies, government officials, media etc. We hope that by developing this communications plan JBC executives can align their energy behind a common set of goals and messages. JBC executives are committed to the implementation of this plan.

JBC will continue to draw on the considerable wealth of in-house expertise that exists within IBEC and CBI in the area of marketing, communications, media and public relations.

## **2. Statement of purpose**

### **2.1 *JBC mission and vision***

#### **2.1.1 Mission**

IBEC-CBI Joint Business Council is the voice of business on the island of Ireland working in collaboration with its members and strategic partners to sustain and develop economic co-operation, advance international competitiveness and maximise the potential of all of the people on the island of Ireland.

#### **2.1.2 Vision**

The vision for the successful IBEC-CBI Joint Business Council is:

- An all island economy which is vibrant, strong, innovative and successful, based on recognised indices of economic success and free from market distortions and that the Northern Ireland private sector will close the gap with the private sector in the Republic in terms of economic growth and employment,
- The JBC will set the agenda in terms of all-island issues relevant to business and be positioned on the leading edge of emerging issues and that through its political neutrality will provide an objective business-led agenda,
- The JBC will be recognised as the leading business entity across the island for influencing positive change and will have a unique positioning, based on being the voice of business on the island of Ireland, which is recognised by the players in the field, within IBEC and CBI and by the general business community.

#### **2.1.3 Values**

The values which will guide the work of the JBC are:

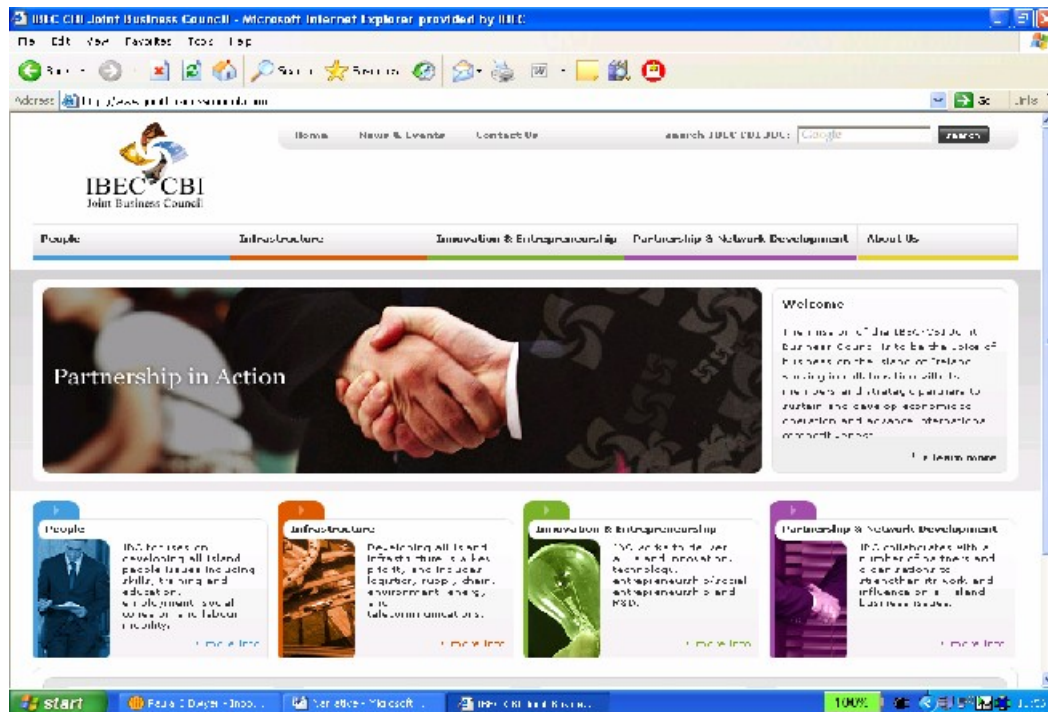
- The business community wishes to play its part in building on the peace process and ensuring greater prosperity and progress throughout the island of Ireland
- The JBC is non-party political and represents a business perspective and holds business values which contribute to its credibility and independence. Its decisions, positions and actions are evidence based and not just based on opinions or beliefs.
- The JBC is action oriented and seeks to achieve tangible outcomes but also recognises the value of dialogue as a way of identifying mutual interest and forming a basis for joint action.
- The Joint Business Council recognises the value of partnerships and collaboration with other organisations — in particular with those whose mission and values align closely with those of the JBC.

### **2.2 *JBC commitment to communications***

The JBC has placed a particular emphasis on high quality communications about its work. This is achieved through the issuing of press releases, the JBC newsletter and more recently a dedicated JBC website.

## 2.2.1 JBC website

A screen grab from the JBC website ([www.jointbusinesscouncil.com](http://www.jointbusinesscouncil.com)) is provided below.



The JBC website will be developed so that it acts as a central point for all information relating to JBC activities and initiatives. It will include regular updates on the initiatives identified in the IBEC-CBI Joint Business Council Programme 2007 to 2013. The JBC stakeholders will be driven to the website by the use of email hyperlinks, newsletters and other media.

The JBC website has been developed to include a clean, fresh graphical interface and has been designed to ensure strong search engine optimisation.

JBC executives now have a shared content management system which facilitates the sharing of files between the organisations over a secure network.

## 2.2.2 JBC Newsletter

The JBC regularly publishes a full colour, 6 page progress reports under the title Joint Business Council News.

This newsletter is produced to keep stakeholders informed of developments within the JBC. This is produced in hard copy and circulated to 500 recipients. It is also produced in electronic format and placed in the news/events section of the JBC website.

The JBC website and print publications including the JBC newsletter carries appropriate acknowledgement of the EU funding source.

The JBC will continue to place this emphasis on high quality communications, using a variety of media in support of the Interreg IVA programme.

### **2.2.3 Recognition of EU funding**

At every opportunity the financial support of the European Regional Development Funds will have due prominence in all materials produced, distributed and published by the JBC.

The JBC will strictly adhere to the guidance provided by the Special EU Programmes Body (SEUPB) in relation to the publicity requirements as set out in the Letter of Offer and the EU regulation on publicity and information (1828/2006). In addition, the JBC will use the partnership arrangement with East Border Region for guidance on compliance with publicity requirements.

### **2.2.4 Evaluation of communication activities**

The JBC is committed to evaluating the effectiveness and value to members of its communication activities.

The JBC will utilise the resources of the IBEC and CBI press offices to measure the impact of its press releases and material.

The JBC will use the Google Analytics tool to measure the number of visit and visitors to the JBC website and to assess the web pages of most interest to web traffic.

The JBC periodically evaluates the effectiveness and value to members of its meetings, including JBC Plenary and Steering Committee meetings.

The JBC will continue to draw on the expertise and experience of the IBEC Communications, Marketing and Member Relations division to provide advice and guidance on best practice means of communications and publicity.

### 3. JBC stakeholder analysis and communication plan

The JBC has submitted a multi-annual year plan for the period 2007-2013. Under this plan the following objectives have been identified:

- JBC will be recognised as a **single business voice** for the island of Ireland in policy formulation
- JBC will provide a **challenge function to public sector policy**, including Government and state agencies, where there is an all island dimension of interest to both business communities
- JBC will maximise the potential for a **high-level all island business network** for companies as a means of increasing North South business flows by facilitating mutual understanding and development of partnerships between SME's north and south.
- JBC will provide **strategic leadership** around global business and competitiveness issues from an all island perspective
- JBC will **deepen the JBC remit beyond the east coast corridor** and build on JBC work to date on strengthening the East-West dimension

This section analyses the stakeholders in the JBC Interreg IVA Plan and how various communications techniques can be used to address each group of stakeholders effectively and economically.

#### 3.1 JBC stakeholder analysis

The key stakeholders are identified as follows:

- Business community particularly companies doing business on a cross-border basis
- Policymakers in government departments north and south. Relevant government departments in the north and south including Department of Enterprise, Trade and Employment (DETE), Department of Enterprise, Trade and Investment (DETI), Department of Employment and Learning, Department of Education, Department of Foreign Affairs, Office of First Minister and Deputy First Minister and the North South Ministerial Council (NSMC).
- State agencies including Invest Northern Ireland, Enterprise Ireland
- North/South bodies including Intertrade Ireland, Special EU Programmes Body, Centre for Cross Border Studies, Universities Ireland
- European institutions
- Media

To be effective, the JBC recognises that communication to the audience must be targeted carefully to suit each section, and it must be an on-going, consistent and frequent process throughout the project period 2007-2013. Information must be reliable and up-to-date. Communications should be multi-level and promotional to draw attention to project progress, and on-going to strengthen interest.

Table 1 sets out how an analysis of the key stakeholders in the JBC Interreg IVA Plan.

**Table 1: Stakeholder analysis for JBC Interreg IVA Plan**

Stakeholder	Sub-group	Stake in the JBC	Potential impact on JBC	What does the JBC expect the stakeholder to provide?	Perceived attitudes and/or risks	Preferred method of receiving communication	Stakeholder management strategy	Responsibility
Members of the JBC - company representatives on JBC and JBC Steering Committee		<p>Potential beneficiaries of the programme.</p> <p>Expect the JBC to be the voice of business on the island of Ireland, providing guidance on strategic issues.</p> <p>Require effectiveness, dynamism and efficiency in the delivery of the work programme</p>	<p>Very high.</p> <p>The success of the JBC is dependent on the support and engagement from JBC member companies</p>	<p>To engage in consultations on cross border business issues with the JBC</p> <p>To provide input to this work on commercial basis</p> <p>To provide a financial contribution to various initiatives in the JBC programme</p> <p>To provide regular feedback</p>	<p>Very strong sense of commitment and engagement with JBC</p> <p>Enhanced communications relating to work of JBC will serve to strengthen their commitment and engagement with JBC</p>	<p>Mix of face-to-face meetings and e-mail correspondence</p> <p>JBC newsletters will issue after each JBC Plenary</p> <p>JBC website which provides relevant material and directs towards additional resources</p>	<p>A key focus of JBC's communication work</p> <p>Provide business with regular progress reports on projects through contact by e-mail, phone and newsletter</p> <p>Relevant, accessible JBC website providing useful resources</p>	<p>JBC Chief Executive/ Communications Lead</p>
Political institutions and representatives	Northern Ireland Executive	Successful development of an appropriate policy or intervention would justify	High - NI Executive needs to be award both of the quality of the JBC work,	Commitment to advancing the policy issue and to incorporate the views of business on	Currently very positive attitude, supportive and engaged with JBC.	Face-to-face meetings, presentations, e-mail, JBC submissions/ position papers	<p>A key focus for JBC communication activities</p> <p>JBC participation in</p>	<p>Chief Executive/ Communications Lead</p> <p>Monitoring by JBC Steering Committee</p>

		their support and work on the policy issue	specific policy proposals and successful delivery of programme	an all-island basis			events or conferences	
	Irish Government	Successful development of an appropriate policy or intervention would justify their support and work on the policy issue	High - Irish government needs to be aware both of the quality of the JBC work, specific policy proposals and successful delivery of programme	Commitment to advancing the policy issue  Incorporate the views of business on an all-island basis	Currently very positive attitude, supportive and engaged with JBC.	Face-to-face meetings, e-mail, JBC submissions/ position papers	Regular face-to-face meetings  JBC participation in events or conferences	Chief Executive/ Communications Lead  Monitoring by JBC Steering Committee
	North-South Ministerial Council	NSMC would receive input from cross-border business grouping perspective	High	Commitment to taking into account the views of all-island business in NSMC areas of work	Currently very positive attitude, supportive and engaged with JBC.	Face-to-face meetings, e-mail, JBC submissions/ position papers	Regular face-to-face meetings JBC participation in events or conferences	Chief Executive/ Communications Lead  Monitoring by JBC Steering Committee
	Scottish Parliament	Engagement with all-island business community with a view to establishing East-West links	Medium	Willingness to incorporate the views of Ireland and Northern Ireland business in areas of interest e.g.	Willingness to engage with JBC shown in recent approaches made by JBC as part of new extended Interreg IV	Face-to-face meetings, e-mails, submissions	Face-to-face meetings on annual basis	Chief Executive/ Communications Lead  Monitoring by JBC Steering Committee

				energy, renewables, innovation	programme requirements			
	Department of Enterprise, Trade and Employment	New policy options and priorities explored and developed	High	Commitment to consulting with the JBC in relation to policy interventions of relevance to the JBC	Currently very positive attitude, supportive and engaged with JBC.	Regular face-to-face meetings, e-mail, submissions, JBC website	Face-to-face meetings JBC participation in events or conferences	Chief Executive/ Communications Lead  Monitoring by JBC Steering Committee
	Department of Enterprise, Trade and Investment (DETI)	New policy options and priorities explored and developed	High	Commitment to consulting with the JBC in relation to policy interventions of relevance to the JBC	Currently very positive attitude, supportive and engaged with JBC.	Regular face-to-face meetings, e-mail, submissions, JBC website	Face-to-face meetings JBC participation in events or conferences	Chief Executive/ Communications Lead  Monitoring by JBC Steering Committee
	Department of Foreign Affairs	New policy options and priorities explored and developed	Medium	Consult as appropriate with JBC	Currently very positive attitude, supportive and engaged with JBC.	Regular face-to-face meetings, e-mail, JBC website	Face-to-face meetings	Project manager and communications lead
	Office of First Minister and Deputy First Minister	New policy options and priorities explored and developed	Medium	Consult as appropriate with JBC	Currently very positive attitude, supportive and engaged with JBC.	Regular face-to-face meetings, e-mail, JBC website	Face-to-face meetings	Chief Executive/ Communications Lead  Monitoring by JBC Steering Committee
European institutions	European Commission	Successful implementation of JBC project would justify their support and input	Medium	Consult JBC on relevant policy developments and keep JBC informed of Interreg	Currently very positive attitude, supportive and engaged with JBC.	Face-to-face meetings with relevant Commission officials, e-mail	JBC participation in events or conferences	Chief Executive/ Communications lead  Monitoring by JBC Steering Committee

				programme developments				
Media		Expect the JBC to show leadership on all-island business issues Gain coverage of JBC policy positions	Medium	Provide clear and appropriate messages about the work of the JBC on the basis of press releases and information provided by the JBC	Generally supportive, regular coverage of JBC work and events is provided in the national media	JBC press releases,  JBC website	JBC press releases targeted at media lists and provision of spokespersons on relevant issues	JBC Chief Executive  Monitoring by JBC Steering Committee

### **3.2 *JBC communications plan***

Table 2 sets out a plan for addressing these different audiences clearly and effectively.

**Table 2: Communications plan for addressing key stakeholders for JBC Interreg IVA Plan**

<b>Audience/ Stakeholder group</b>	<b>Sub group</b>	<b>Objective</b>	<b>Key message(s)</b>	<b>Budget £/€</b>	<b>Vehicle</b>	<b>Sender</b>	<b>Timing or frequency</b>
Members of the JBC - company representatives on JBC Steering Committee and JBC Plenary session		To secure and increase the current level of commitment and involvement in the work of the JBC	<p>JBC is the voice of business on the island of Ireland</p> <p>JBC offers strategic leadership on all-island business issues and policy developments</p> <p>JBC works closely with its strategic partners and cross border bodies</p>		<p>Face-to-face meetings and presentations</p> <p>JBC website</p> <p>JBC newsletter</p> <p>Media north and south including TV, radio and business press</p>	Chief Executive/ Communications Lead	<p>Participation in JBC Steering Committee three times a year and Plenary twice a year</p> <p>Structured communications 3 times a year related to JBC Steering Committee</p> <p>Updates on relevant initiatives as required</p> <p>JBC website</p> <p>JBC newsletter – twice a year</p>
Political institutions and representatives	Northern Ireland Executive	To ensure full engagement and sense of partnership with the NI Executive	The general message that JBC supports the development of the all-island economy		Face to face meeting with key NI Executive representatives with e-mail and follow-up	Chief Executive/ Communications Lead	Structured communications at least twice a year related to JBC Plenary meetings and regular, as required, inputs on particular

			<p>Specific messages related to particular initiatives</p> <p>Explanation of key stakeholder involvement, their roles and the amount of EU and/or business support being contributed</p>				<p>initiatives</p> <p>Participation in JBC Plenaries</p>
	Irish Government	To ensure full engagement and sense of partnership with this stakeholder group	<p>The general message that JBC supports the development of the all-island economy</p> <p>Specific messages related to particular initiatives</p> <p>Explanation of key stakeholder involvement, their roles and the amount of EU and/or business</p>		Face to face meeting with key Irish representatives with e-mail follow-up	Chief Executive/ Communications Lead	<p>Structured communications at least twice a year related to JBC Plenary meetings and regular, as required, inputs on particular initiatives</p> <p>Participation in JBC Plenaries</p>

			support being contributed				
	North-South Ministerial Council	To ensure full engagement and sense of partnership with this stakeholder group	The general message that JBC supports the development of the all-island economy  Specific messages related to particular initiatives  Explanation of key stakeholder involvement, their roles and the amount of EU and/or business support being contributed		Face to face meeting with key government officials with e-mail follow-up	Chief Executive/ Communications lead	Structured communications at least twice a year related to JBC Plenary meetings and regular, as required, inputs on particular initiatives  Participation in JBC Plenaries
	Scottish Parliament	To ensure engagement and sense of partnership with this stakeholder group as part of new and extended Interreg IV programme	Objectives of the JBC, Explanation of who is involved, their roles and the amount of EU support		Meetings on an annual basis with Scottish Parliament MSPs with an interest in East West linkages	Chief Executive/ Communications lead	Invite to one JBC Plenary a year  Hold JBC Plenary in Scotland
	Department	To ensure full	The general		Face to face	Project Director	Structured

	of Enterprise, Trade and Employment	engagement and sense of partnership with this stakeholder group	<p>message that JBC supports the development of the all-island economy</p> <p>Specific messages related to particular initiatives</p> <p>Explanation of key stakeholder involvement, their roles and the amount of EU and/or business support being contributed</p>		briefing with email follow up to discussions		<p>communications at least twice a year related to JBC Plenary meetings and regular, as required, inputs on particular initiatives</p> <p>Participation in JBC Plenaries</p>
	Department of Enterprise, Trade and Investment	To ensure full engagement and sense of partnership with this stakeholder group	<p>The general message that JBC supports the development of the all-island economy</p> <p>Specific messages related to particular initiatives</p> <p>Explanation of</p>		Face to face briefing with email follow up to discussions	Project Director	<p>Structured communications at least twice a year related to JBC Plenary meetings and regular, as required, inputs on particular initiatives</p> <p>Participation in JBC Plenaries</p>

			key stakeholder involvement, their roles and the amount of EU and/or business support being contributed				
	Department of Foreign affairs	To ensure full engagement and sense of partnership with this stakeholder group	<p>The general message that JBC supports the development of the all-island economy</p> <p>Specific messages related to particular initiatives</p> <p>Explanation of key stakeholder involvement, their roles and the amount of EU and/or business support being contributed</p>		Face to face briefing with email follow up to discussions	Project Director	<p>Structured communications at least twice a year related to JBC Plenary meetings and regular, as required, inputs on particular initiatives</p> <p>Participation in JBC Plenaries</p>
	Office of First Ministers and Deputy First Minister	To ensure full engagement and sense of partnership with this	The general message that JBC supports the development		Face to face briefing with email follow up to discussions	Project Director	Structured communications at least twice a year related to JBC Plenary

		stakeholder group	of the all-island economy  Specific messages related to particular initiatives  Explanation of key stakeholder involvement, their roles and the amount of EU and/or business support being contributed				meetings and regular, as required, inputs on particular initiatives  Participation in JBC Plenaries
European institutions	European Commission	Make aware of JBC, its objectives and work programme, the contribution from Interreg IVA, the partnerships involved	Objectives of JBC and its work programme,  Key messages to the European Commission on its contribution and how it can support policy development for all-island business		Face to face meetings with email follow-up	Project Director	Structured communications at least twice a year related to JBC Plenary meetings and regular, as required, inputs on particular initiatives  Participation in JBC Plenaries
	European Parliament	Make aware of JBC, its objectives and	Objectives of JBC and its work		Face to face meetings with email follow-up	Project Director	Structured communications at least twice a

		work programme, the contribution from Interreg IVA, the partnerships involved	programme, Key messages to the European Parliament on how it can support policy development for all-island business				year related to JBC Plenary meetings and regular, as required, inputs on particular initiatives  Participation in JBC Plenaries
Media		Make aware of the JBC, its initiatives and the objectives of the partnerships involved, EU contribution,	JBC is the voice of business on the island of Ireland.  JBC works with our strategic partners and cross border bodies to achieve our objectives  Key issues being addressed under JBC work programme,  EU support is crucial to the delivery of this programme		Diary notice by email  Telephone follow-up	Chief Executive / Communications lead	Provide diary notice to media in advance  Issue press release following JBC Plenaries and other events as required  Newsletter produced following JBC Plenary  JBC website

## 4. Management and resourcing of the JBC Interreg IVA Communications Plan

This communications plan will build on the strong track record of JBC in its communications on its work programme.

The JBC Communications Lead will be Reg McCabe, Chief Executive of the JBC.

The JBC Steering Committee will receive a regular update on communications activities and the report on the communications budget will form part of the financial monitoring process overseen by the Steering Committee.

The JBC recognises that the below provisions represent good practice and JBC is committed to adhering to these provisions through implementation or implementation in the future as appropriate.

All projects must identify at least one member of staff with responsibility for all publicity and information activities (we shall refer to this person as the Communications Lead).	Implemented The JBC Communications Lead will work closely with both IBEC and CBI press offices to assist with publicity and information requirements.
On at least three separate occasions, press releases must be issued by each project over the life of the project.	Implemented and implementation will continue as appropriate
At least one regularly updated webpage per project, ideally hosted on the website of the Lead Partner or equivalent, must be developed. Websites/pages must include the correct use of logos as stipulated by the Managing Authority (SEUPB). There must also be a link to the SEUPB website on these pages: <a href="http://www.seupb.eu">www.seupb.eu</a> .	Implemented
A proportionate and appropriate media event/publicity opportunity to mark both the commencement and closure of all projects must be arranged.	Will be implemented as appropriate
Each Lead Partner's Communications Lead must attend all Communication Network meetings held by the Special EU Programmes Body. Communications Leads must also attend at least one communication and publicity workshop held by the Special EU Programmes Body.	Implemented
The Lead Partner must distribute a newsletter/e-zine with updates of the progress of projects and key events at least twice a year to identified stakeholders.	Implemented