



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

**INTERREG IVA 2007-2013**



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# 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 for the JBC is **to promote the successful implementation of the project and its achievements whilst ensuring all audiences are aware of the contribution of the EU through the European Regional Development Fund.**

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. The objectives of JBC communications are to ensure widespread support and recognition of the project and that all participants involved in the project/operation are aware of the assistance of the EU through the EU Regional Development Fund.

JBC executives play an important role in communicating with each other and with member companies, government officials, media etc. 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.

### **3. JBC commitment to communications**

The JBC places a strong emphasis on high quality communications about its work.

#### **3.1 Aim**

The overall aim of the communications plan for the JBC is to promote the successful implementation of the project and its achievements whilst ensuring all audiences are aware of the contribution of the EU through the European Regional Development Fund.

#### **3.2 Objectives**

- To ensure widespread support and recognition of the project.
- To ensure that all participants involved in the project are aware of the assistance of the EU through the European Regional Development Fund.

#### **3.3 JBC Communications Committee**

The JBC is currently considering the possibility of convening a communications committee which would be made up of two or three Steering Committee members. This committee would focus on the effective implementation of JBC communications. It is also proposed that a resource such as a retired journalist with strong north/south linkages would be hired on a retainer and paid a daily rate. A tendering process would be undertaken in order to appoint this resource and it would be funded under the communications budget provided.

## 4. 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.

### 4.1 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>	JBC Chief Executive/ Communications Lead
Political institutions and representatives	Northern Ireland Executive	Successful development of an appropriate policy or intervention would justify their support and work on the policy issue	High - NI Executive 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 and to incorporate the views of business on an all-island basis	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 events or conferences</p>	<p>Chief Executive/ Communications Lead</p> <p>Monitoring by JBC Steering Committee</p>
	Irish Government	Successful development of an appropriate policy or intervention	High - Irish government needs to be aware both of	Commitment to advancing the policy issue Incorporate the	Currently very positive attitude, supportive and engaged with JBC	Face-to-face meetings, e-mail, JBC submissions/ position papers	<p>Regular face-to-face meetings</p> <p>JBC participation in events or</p>	<p>Chief Executive/ Communications Lead</p> <p>Monitoring by JBC</p>

		would justify their support and work on the policy issue	the quality of the JBC work, specific policy proposals and successful delivery of programme	views of business on an all-island basis			conferences	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. energy, renewables, innovation	Willingness to engage with JBC shown in recent approaches made by JBC as part of new extended Interreg IV programme requirements	Face-to-face meetings, e-mails, submissions	Face-to-face meetings on annual basis	Chief Executive/ Communications Lead Monitoring by JBC Steering Committee
	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	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

		developed						
	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 programme developments	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
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

## **4.2 JBC communications plan**

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

**Table 2: Communications plan for stakeholders/target groups and evaluation of activities**

<b>Audience/ Stakeholder group</b>	<b>Sub group</b>	<b>Aim</b>	<b>What</b>	<b>When</b>	<b>How</b>	<b>Who</b>	<b>Costs</b>	<b>Evaluation</b>
JBC staff		To keep operational staff up to date with the progress of the JBC	Article on project in JBC newsletter, JBC website, JBC executive meetings, e-mail	Newsletter published twice a year, JBC website regularly updated, JBC execs meeting every 2 months, daily e-mails	Newsletter content compiled by JBC executives and hard copy produced externally, JBC website updated by JBC admin staff	Chief Executive/ Communications Lead	<p>Communications budget already submitted to SEUPB</p> <p>JBC newsletter design and print for two editions per year at total €2000 per year</p> <p>JBC website design and development €8000 in 2008</p> <p>JBC website maintenance €1000 per year</p> <p>Photographer €2000 per year</p> <p>JBC publications design and print €2000 per year</p> <p>Meeting room hire and refreshment costs are allocated to programme related costs</p>	JBC will establish a survey for staff on their thoughts on internal communication they have received
Members of the JBC - company representatives on JBC Steering Committee and JBC Plenary		To inform the members about the different communication	Collecting/ updating different communication activities/ ideas	Start of JBC work programme and during key milestone events such as	Face-to-face meetings and presentations  JBC website	Chief Executive/ Communications Lead	JBC newsletter design and print for two editions per year at total €2000 per year	JBC regularly undertakes surveys both written and on-line on members' views of the organisational and substantive aspects of

session		tions activities	including JBC newsletter, flyer, website, media north and south including TV, radio and business press	JBC Steering Committees and Plenary meetings  Participation in JBC Steering Committee four times a year and Plenary twice a year  Updates on relevant initiatives as required	JBC newsletter  Media north and south including TV, radio and business press		JBC website maintenance €1000 per year  Photographer €2000 per year  JBC publications design and print €2000 per year  Meeting room hire and refreshment costs are allocated to programme related costs	JBC meetings  In line with our letter of offer, JBC aims to have 1000 businesses participating in JBC events and initiatives over the programme from Jan 2007 to Dec 2011  In line with our letter of offer, 250 companies per year will be participating in strategic research  JBC also evaluates the effectiveness of communications through discussion at meetings and telephone/verbal queries as they arise.  Measure number of visits to JBC website  In line with our letter of offer JBC will make 10 policy interventions per year
Political institutions and representatives	Northern Ireland Executive	To present project results and policy positions	Project event /meeting or JBC Plenary meeting	Structured communications at least twice a year related to JBC Plenary meetings and regular, as required, inputs on particular initiatives	Meetings and presentations  JBC website  JBC newsletter  Media north and south including TV, radio and business press	Chief Executive/ Communications Lead	JBC newsletter design and print for two editions per year at total €2000 per year  JBC website maintenance €1000 per year  Photographer €2000 per year  JBC publications design and print €2000 per year	JBC regularly undertakes surveys both written and on-line on participants' views of the organisational and substantive aspects of JBC meetings  JBC evaluates the effectiveness of communications through discussion at meetings and telephone/verbal feedback  In line with our letter of

							Meeting room hire and refreshment costs are allocated to programme related costs	offer JBC will make 10 policy interventions per year  Measure number of visits to JBC website
	Irish Government	To present project results and policy positions	Project event/ meeting or JBC Plenary meeting	Structured communications at least twice a year related to JBC Plenary meetings and regular, as required, inputs on particular initiatives	Face-to-face meeting with key Irish representatives with e-mail follow-up  JBC website  JBC newsletter  Media north and south including TV, radio and business press	Chief Executive/ Communications Lead	JBC newsletter design and print for two editions per year at total €2000 per year  JBC website maintenance €1000 per year  Photographer €2000 per year  JBC publications design and print €2000 per year  Meeting room hire and refreshment costs are allocated to programme related costs	JBC regularly undertakes surveys both written and on-line on participants' views of the organisational and substantive aspects of JBC meetings  JBC evaluates the effectiveness of communications through discussion at meetings and telephone/verbal feedback  In line with our letter of offer JBC will make 10 policy interventions per year  Measure number of visits to JBC website
	North-South Ministerial Council	To present project results and policy positions	Project event/ meeting or JBC Plenary meeting	Structured communications at least twice a year related to JBC Plenary meetings and regular, as required, inputs on particular initiatives	Face-to-face meeting with key government officials with e-mail follow-up	Chief Executive/ Communications lead	JBC newsletter design and print for two editions per year at total €2000 per year  JBC website maintenance €1000 per year  Photographer €2000 per year  Meeting room hire and	JBC regularly undertakes surveys both written and on-line on participants' views of the organisational and substantive aspects of JBC meetings  JBC evaluates the effectiveness of communications through discussion at meetings and telephone/verbal feedback

							refreshment costs are allocated to programme related costs	In line with our letter of offer JBC will make 10 policy interventions per year  Measure number of visits to JBC website
	Scottish Parliament	To present project results and policy positions	One sub-group meeting of JBC Steering Committee in Scotland in Dec 2008  One JBC Plenary meeting in Scotland in Oct 2009	Steering Committee meeting in Scotland took place in Dec 2008  JBC Plenary meeting in Scotland took place in Oct 2009	Meetings on an annual basis with Scottish Parliament MSPs with an interest in East West linkages, Dumfries and Galloway Council, Enterprise Ireland and SCDI  JBC website  JBC newsletter  Media north and south including TV, radio and business press	Chief Executive/ Communications lead	JBC newsletter design and print for two editions per year at total €2000 per year  JBC website maintenance €1000 per year  Photographer €2000 per year  JBC publications design and print €2000 per year  Meeting room hire and refreshment costs are allocated to programme related costs	JBC undertakes written surveys on participants' views of the organisational and substantive aspects of JBC meetings  JBC evaluates the effectiveness of communications through discussion at meetings and telephone/verbal feedback  Measure number of visits to JBC website
	Department of Enterprise, Trade and Employment	To present project results and policy positions	Project event/ meeting or JBC Plenary meeting	Structured communications at least twice a year related to JBC Plenary meetings and regular, as required, inputs on particular initiatives	Face-to-face briefing with email follow up to discussions  JBC website  JBC newsletter  Media north and south including TV, radio and business press	Project Director	JBC newsletter design and print for two editions per year at total €2000 per year  JBC website maintenance €1000 per year  Photographer €2000 per year  JBC publications design and print	JBC undertakes written survey on participants' views of the organisational and substantive aspects of JBC meetings  JBC evaluates the effectiveness of communications through discussion at meetings and telephone/verbal feedback  In line with our letter of

							€2000 per year Meeting room hire and refreshment costs are allocated to programme related costs	offer JBC will make 10 policy interventions per year
	Department of Enterprise, Trade and Investment	To present project results and policy positions	Project event/ meeting or JBC Plenary meeting	Structured communications at least twice a year related to JBC Plenary meetings and regular, as required, inputs on particular initiatives	Face-to-face briefing with email follow up to discussions  JBC website  JBC newsletter  Media north and south including TV, radio and business press	Project Director	JBC newsletter design and print for two editions per year at total €2000 per year  JBC website maintenance €1000 per year  Photographer €2000 per year  JBC publications design and print €2000 per year  Meeting room hire and refreshment costs are allocated to programme related costs	JBC undertakes written surveys on participants' views of the organisational and substantive aspects of JBC meetings  JBC evaluates the effectiveness of communications through discussion at meetings and telephone/verbal feedback  In line with our letter of offer JBC will make 10 policy interventions per year
	Department of Foreign affairs	To present project results and policy positions	Project event/ meeting or JBC Plenary meeting	Structured communications at least twice a year related to JBC Plenary meetings and regular, as required, inputs on particular initiatives	Face to face briefing with email follow up to discussions  JBC website  JBC newsletter  Media north and south including TV, radio and	Project Director	JBC newsletter design and print for two editions per year at total €2000 per year  JBC website maintenance €1000 per year  Photographer €2000 per year	JBC undertakes written surveys on participants' views of the organisational and substantive aspects of JBC meetings.  JBC evaluates the effectiveness of communications through discussion at meetings and telephone/verbal

					business press		JBC publications design and print €2000 per year  Meeting room hire and refreshment costs are allocated to programme related costs	feedback  In line with our letter of offer JBC will make 10 policy interventions per year
	Office of First Ministers and Deputy First Minister	To present project results and policy positions	Project event/ meeting or JBC Plenary meeting	Structured communications at least twice a year related to JBC Plenary meetings and regular, as required, inputs on particular initiatives	Face to face briefing with email follow up to discussions  JBC website  JBC newsletter  Media north and south including TV, radio and business press	Project Director	JBC newsletter design and print for two editions per year at total €2000 per year  JBC website maintenance €1000 per year  Photographer €2000 per year  JBC publications design and print €2000 per year  Meeting room hire and refreshment costs are allocated to programme related costs	JBC undertakes written surveys on participants' views of the organisational and substantive aspects of JBC meetings.  JBC evaluates the effectiveness of communications through discussion at meetings and telephone/verbal feedback  In line with our letter of offer JBC will make 10 policy interventions per year
European institutions	European Commission	Make aware of JBC project results and policy positions	Presentation of JBC project/ policy position	Annual update to the European Commission and participation in BusinessEurope Regional Policy Committee.	Report/policy document accompanied by supporting letter	Project Director	JBC newsletter design and print for two editions per year at total €2000 per year  JBC website maintenance €1000 per year  Photographer	JBC will submit details of 2 outstanding media-friendly projects for submission to the European Commission per year  In line with our letter of offer JBC will make 10 policy interventions per year

							€2000 per year JBC publications design and print €2000 per year	
	European Parliament	Make aware of JBC project results	Presentation of JBC project/ policy position	JBC Plenary meetings as appropriate	Report/policy document accompanied by supporting letter	Project Director	JBC newsletter design and print for two editions per year at total €2000 per year  JBC website maintenance €1000 per year  Photographer €2000 per year  JBC publications design and print €2000 per year  Meeting room hire and refreshment costs are allocated to programme related costs	JBC evaluates the effectiveness of communications through discussion at meetings and telephone/verbal feedback  In line with our letter of offer JBC will make 10 policy interventions per year
Media		Make aware of the JBC work programme	Provide diary notice to media in advance Press release  Newsletter produced following JBC Plenary  JBC website	At the launch of work programme/ completion of the project as well as at JBC plenary meetings and launch of JBC initiatives	Issue of press release with assistance from IBEC and CBI press offices and associated photography	Chief Executive/ Communications lead	JBC newsletter design and print for two editions per year at total €2000 per year  JBC website maintenance €1000 per year  Photographer €2000 per year  JBC publications design and print €2000 per year	5 press releases issued by JBC per year  Track coverage in media Measure number of visits to JBC website

							Meeting room hire and refreshment costs are allocated to programme related costs	
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## 5. JBC publicity and information milestones

The JBC has identified a number of publicity and information milestones as well as activities which will be undertaken to promote them.

<b>JBC milestones</b>	<b>Promotional activity</b>
Award of INTERREG IVA funding	Press release, launch event on 2 July 2009, article in JBC Winter 2009 newsletter, JBC website update, launch of JBC flyer
JBC launch new strategy for 2007-2013	Press release, JBC Plenary meeting, article in JBC Summer 2007 newsletter, photos
Freight Transport Study 2020	Press release and launch event
Launch of masters bursary scheme	Press release, launch event, article in JBC Spring 2007 newsletter, photos
Presentation by European Commissioner for Regional Development, Danuta Hübner to JBC in Oct 2007	Press release, JBC Plenary event, article in JBC Winter 2007, photos, JBC website update
Presentation by Rt Hon Dr. Ian Paisley MP MLA and Deputy First Minister, Mr. Martin McGuinness MP MLA to JBC, Mar 2008	Press release, JBC Plenary event, photos, articles in JBC Summer 2008 newsletter, JBC website update
Presentation by Brian Cowen to JBC, Oct 2008	Press release, JBC Plenary event, photos, article in JBC Winter 2008 newsletter, JBC website update, evaluation survey of participants
<b>Publicity and information milestones from receipt of letter of offer, April 2009</b>	
Presentation by senior officials from Department of Education and Science and Department of Education to JBC, April 2009	Press release, JBC Plenary event, photos, article in JBC Summer 2009 newsletter and JBC website update
Energy ministers from Ireland, Northern Ireland and Scotland, Eamon Ryan, TD, Arlene Foster, MLA and Jim Mather, MSP address JBC meeting in Edinburgh, Scotland	Press release, JBC event, photos, article in JBC Winter 2009 newsletter, JBC website update and evaluation survey of participants
Presentation of masters bursaries and showcase of Export Orientation Programme (EOP) Dec 2009	Press release, JBC event, photos, JBC website update
All-island freight forum – JBC support, planned for Jan 2010	Press release, event including JBC, JBC website update
JBC Plenary meeting on second tier cities, Derry, planned for Apr 2010	Press release, JBC event, photos, JBC website update
JBC Plenary meeting on Britain-Ireland focus, economic recovery, trade, banking, financial services, planned for Oct 2010	Press release, JBC event, photos, JBC website update

ICT in schools enterprise event in collaboration with Dissolving Boundaries, planned for Apr/May 2010	Press release, JBC event, photos, JBC website update
Survey on teacher/students' attitudes to entrepreneurship, planned for May 2010	Press release, JBC website update
Renewable Research Cluster roundtable event in conjunction with Universities Ireland (UI), planned for May/June 2010	JBC/UI event, Press release, JBC website update, photos
All-island renewables/emissions business survey update	Press release, JBC website update
Develop masters bursaries scheme as talent acceleration programme and link to IBEC/EOP, ongoing for 2010	Press release, brochure, JBC website update
US embassy conference on marine energy, supported by JBC, planned for May 2010	Event, press release, JBC website update, conference brochure
JBC entrepreneurship taskforce, ongoing 2010	Event, press release, JBC website update
Close of programme	Press release, JBC event, photos, JBC website update

## 6. Recognition of contribution of the EU through the European Regional Development Fund

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 (EBR) for guidance on compliance with publicity requirements.

Activity	EU recognition
JBC press release	EU, fund received referred to accurately in first paragraph in press release
Staff training	Staff are briefed on the fact that the JBC is being funded through the ERDF programme, recognition plaque is erected in visible place. JBC will work closely with EBR and SEUPB to ensure that publicity requirements are adhered to
JBC website	ERDF logo, SEUPB logo, IBEC and CBI logos appear at the bottom of the JBC website homepage and all subsequent web pages. SEUPB logo provides a link to the SEUPB website ( <a href="http://www.seupb.eu">www.seupb.eu</a> ). IBEC logo provides a link to IBEC home page ( <a href="http://www.ibec.ie">www.ibec.ie</a> ) and CBI logo provides a link to CBI homepage ( <a href="http://www.cbi.org.uk">www.cbi.org.uk</a> ). Further details on the JBC website are provided in the appendix to the document
JBC pop up stands/back drops	EURF logo appears on the pop stand/back drop in compliance with the requirements
JBC newsletter	JBC and ERDF logo appear on front cover of newsletter. ERDF logo has due prominence and contains appropriate strapline. Further details on the JBC newsletter are provided in the appendix to the document
JBC flyer	JBC and ERDF logo appear on front of flyer. ERDF logo has due prominence and contains appropriate strapline
JBC publications/policy documents	JBC and ERDF logo appear on front cover of publication/policy document. ERDF logo has due prominence and contains appropriate strapline

## 7. JBC acknowledgement of communication requirements

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 – Reg McCabe, JBC Chief Executive is the Communications Lead. 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. Links appear on the IBEC and CBI websites to the stand-alone JBC website. The JBC website is regularly updated and contains links to the SEUPB website.
A proportionate and appropriate media event/publicity opportunity to mark both the commencement and closure of all projects must be arranged.	A media event took place on 2 July 2009 to mark the commencement of the programme. A closing event will be arranged 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. The JBC newsletter is issued twice a year which provides an update on the progress of projects and key events. Spring 2007, Autumn 2007, Summer 2008, Winter 2008, Summer 2009 and Winter 2009 JBC newsletters are available.
Communications Lead must regularly submit to the SEUPB a report which demonstrates and <i>evaluates</i> all publicity and information	JBC will implement this requirement following guidance from SEUPB.

undertaken. This would indicate how projects have met eligibility criteria with specific reference to the acknowledgment of EU contributions the range of information and publicity measures undertaken to communicate with all identified stakeholders groups.	
(if applicable) Any infrastructure or construction project with total contributions from ERDF exceeding €500,000 must erect a billboard during the implementation of the project. The requirements for the billboard will be stipulated by the Special EU Programmes Body to comply with regulation1828/2006.	Not applicable in the case of JBC
(if applicable) Any project with total ERDF contributions exceeding €500,000 and involving infrastructure, construction or the purchase of a physical object a must also erect a permanent explanatory plaque within six months of completion of the project. The requirements for this plaque will be stipulated by the Special EU Programmes Body to comply with regulation1828/2006.	To be implemented as appropriate

## 8. Monitoring of JBC communications plan

The communication plan will be monitored continuously by the JBC team. The team will where and when possible capitalise on opportunities as they arise to further promote the JBC programme and the assistance received from the EU through the European Regional Development Fund.

In cases where negative publicity may threaten the integrity of the project we will take corrective action to safeguard its reputation.

## 9. Evaluation of communication activities

The JBC is committed to evaluating the effectiveness and value 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.

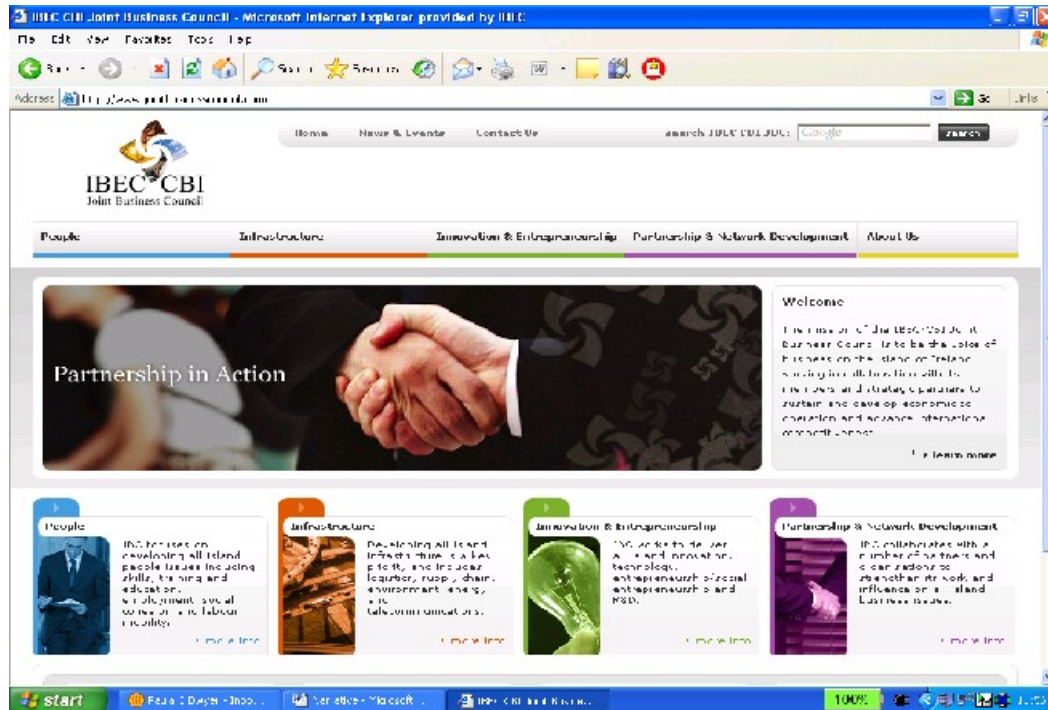
The JBC periodically evaluates the effectiveness and value to members of its meetings, including JBC Plenary and Steering Committee meetings by compiling both written and on-line surveys. The results of these surveys are used to inform subsequent JBC communications.

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.

# Appendix

## 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 e-mail 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.

## 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.