**Communications Management Strategy Template**

*Before completing this template please note:*

* *Text in blue italics is explanatory and can be deleted in completed documents.*
* *It has been created by the Programme Management Office (PMO) in the Information and Learning Services Division at the University of Greenwich. The Programme Management Office can advise on the required content.*
* *The Communications Management Strategy Plan contains a description of the means and frequency of communication to parties both internal and external to the project. The plan defines the project’s structure and methods of information collection, screening, formatting, and distribution and outline understanding among project teams regarding the actions and processes necessary to facilitate the critical links among people, ideas, and information that are necessary for project success.*
* *The intended audience of the Communications Management Strategy Plan is the Project Manager, Project Sponsor, any senior leaders whose support is needed to carry out communication plans.*
* *Please remember to fill in the information on the footer – project code, version and date.*

|  |  |  |  |
| --- | --- | --- | --- |
| **Project title** |  | | |
| **Project code** | ***ILS*** *[No. assigned by PMO office]* | **Project Sponsor**  **Project Manager** | [refer to roles on PMO website] |
| **Project start date** |  | **Project end date** |  |

**Document Control**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Version No.** | **Implemented**  **By** | **Revision**  **Date** | **Approved**  **By** | **Approval**  **Date** | **Reason** |
| 1.0 | *<Author name>* | *<mm/dd/yy>* | *<name>* | *<mm/dd/yy>* | *<reason>* |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |

1. **Plan overview**

|  |
| --- |
| Example overview below, you may adapt this to suit your project.  The purpose of this document is to set out the proposed methods for engaging various populations within the university staff base with the current, on-going project to [insert project name].  The objectives of this plan are to identify the different stakeholder groups within the university, and set out the different methods which will be used to communicate with them. For some, this will just be in the form of basis, periodic progress updates and for others this will be more complex, and require greater, two-way engagement.  This document will set out the proposed methods for communicating details of the [insert project name] internally, as well as describing the methods used to communicate with [insert external supplier name]. The document will be maintained by the Project Manager. |

# **Derivation**

|  |
| --- |
| The Communications Strategy has been partially derived from the following:-  e.g. Project Plan, Informal discussions with the Sponsor/Stakeholders, Formal Stakeholder Analysis |

# **Communications Procedure**

|  |
| --- |
| Example text below, you may adapt this to suit your project.  The communication procedures to be used are outlined in tables x and x of this document. These tables identify the key stakeholder groups in the University and the how they will be communicated with throughout the project. |

# **Tools and Techniques**

|  |
| --- |
| Example text below, you may adapt this to suit your project.  Information regarding the project will be shared with key stakeholders via meetings/focus groups, email and the development of an online resource which will make key documents available to any interested parties. By using tools that are available to us, including the intranet and the Portal, communication about the project will be inclusive for all University staff. Further details are recorded within the tables of this document. |

# **Records**

|  |
| --- |
| Documentation is stored on the University’s servers as well as… |

# **Reports**

*Guidance: Describes any reports on the communication process that are to be produced, including their purpose, timing and recipients (for example, highlight reports).*

|  |  |  |  |
| --- | --- | --- | --- |
| **Report** | **Responsibility** | **Timing** You might want to be specific here so you understand, if timescales shift, what the reporting expectations are. | **Recipients** |
| *Highlight Report (By Email* |  |  |  |
| *Portfolio Status Report* |  |  |  |
| *End Stage Report* |  |  |  |
| *Checkpoint Report (Milestone / Demonstrations)* |  |  |  |
| *End Project Report* |  |  |  |
| *Issue Report* |  |  |  |
| *Risk/Issue Log* |  |  |  |
| *Change Control Form* | *Sponsor* | *If the general status of a project is Red* | *IT Project Board* |

You may also wish to include how the information should be used by the recipients (i.e. what are the recipient’s responsibilities?)

# **Timing of communications activities**

|  |
| --- |
| *State when formal communication activities are to be undertaken (for example, at the end of a stage/phase) including performance audits of the communication methods (if they are to be done), and how communication activities will be recorded (e.g. minutes, photos of flip chart sheets).* |

# **Roles and Responsibilities**

*Describe who will be responsible for what aspects of the communication process, including any corporate or programme management roles involved with communication.*

*Each role detailed below has a significant responsibility to explain and promote the Programme of work (not just this project/phase) which includes identifying projects or activities which might need to be considered as future projects plus ensuring any potential projects they discuss in any guise appropriately consider interfacing with the new* [insert project name/output].

|  |  |
| --- | --- |
| **Role** (include the current people who hold each role) | **Responsibilities** |
| *University Management* | *E.g. Champions the project by referencing it as a key development in documentation about the University’s Plan, e.g. the Vice Chancellor referencing the project when giving presentations about the University’s Strategic Plan. Promote the project’s programme of work and outputs.* |
| *Programme and Quality Office* | *Provides monthly updates of the status of the project to VCG/IT Project Board. Promote the project’s programme of work and outputs.* |
| *Champion* | *Provide Business Assurance – periodically checking that the project remains viable in terms of costs and benefits.* |
| *Sponsor* | *Ensures the project is being delivered consistently with the proposal and initial project plan. Approves a Change Control Form (completed by the Project Manager) to the IT Project Board of any changes that are considered necessary.* |
| *Senior User* | *Ensures that, as well as providing input to the Steering Group, the project is publicised more widely in their own School/Office and that colleagues participate in workshops and provide feedback. Provide User Assurance - checking that the users' requirements are being met.* |
| *Senior Supplier* | *Provides project updates to the steering group at each meeting. Provide Supplier Assurance – checking that project is delivering a suitable solution.* |
| *Project Manager* | *Co-ordinates the project plan, the communications strategy, RAG status reporting and project closure report. Ensures that all of the relevant information is readily available as required and that communications take place in line with the communications strategy.* |
| *Team Manager(s)* | *Ensures that they communicate amongst the Project Team the outcomes of their individual developments so that the project progresses seamlessly. Promote the project’s programme of work and outputs.* |
| *Project Support*  *Supplied by xxxx* | *Arranges meetings and workshops, circulates information and arranges training. Ensures that project communications support infrastructure is functioning appropriately. Promote the project’s programme of work and outputs.* |

# **Stakeholder Analysis**

*Identification of the interested party (which may include staff, user forum, other universities etc).*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Interested Parties** | **Current relationship** | **Desired relationship** | **Interfaces** | **Key messages** |
| E.g. All university staff | E.g. May or may not use reports generated by the Portal | E.g. Two way channel of communications enabling staff across the University to discuss with the project team their reporting requirements so that the project as it continues to develop will meet the needs of end users. | E.g. Emails  Greenwich Line  Portal Announcements | E.g. Has understanding of how to access the wide range of reports and dashboards that will become available through the new reporting portal.  To know how to access help and advice in both using the reporting environment and interpreting the analyses accessed through the reporting environment. |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

# **Information needs for each interested party**

*Information required to be provided from the project.*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Information**  *Describe the type of information that needs to be communicated rather than the name of the report/document (e.g. what are the key points the reports should be covering).* | **Responsibility** | **Information Recipient** | **Frequency** | **Means of Communication** | **Format of Communications** |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |

*Information required to be provided to the project.*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Information** | **Information Provider** | **Information Recipient** | **Frequency** | **Means of Communication** | **Format of Communications** |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |

# **Project Team Communications**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Deliverable** | **Description** | **Delivery Method** | **Frequency** | **Owner** | **Audience** |
| **Reports** | *E.g. Project highlight report* | *E.g. Regular update on critical project issues* | *E.g. E-mail* | *E.g. Weekly* | *E.g. Project Manager* | *E.g. Project Manager Project Sponsor Project Team* |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
| **Presentations** |  |  |  |  |  |  |
|  |  |  |  |  |  |
| **Project Announcements** |  |  |  |  |  |  |
|  |  |  |  |  |  |
| **Reviews and Meetings** |  |  |  |  |  |  |
|  |  |  |  |  |  |
| **Team Morale** |  |  |  |  |  |  |