COMMUNICATION MANAGEMENT PLAN

SITS DEVELOPMENT PROGRAMME

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1 Document History

1.1 Location

This document is stored in the following location:

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1.2 Revision History

This document has been through the following revisions:

Version No.	Revision Date	Brief Summary of Changes
V0.1	18/09/13	First draft
V0.2	22/09/13	Feedback from Director of IT Services
V0.3	25/09/13	Feedback from Marketing & Communications Department

1.3 Authorisation

This document requires the following approvals:

AUTHORISATION	Name	Signature	Date
Programme Sponsor	Graham Hill, Director of IT Services		
Senior User (Academic)	Prof. Kevin Barber, Professor of Operations Management, School of Management		
Senior User (Corporate)	Mark Garrett, Interim Director of Marketing and Communications		
Senior Supplier	Philip Briggs, Head of IT Systems		

1.4 Distribution

This document has been distributed to:

Name	Title	Version Issued	Date of Issue
Prof. Gwendolyn Bradshaw	Programme User Assurance (Academic)		
Tim Squire-Watt	Programme User Assurance (Academic Administration)		
Neil Clarke	Programme Technical Assurance		
Juli Pargeter	Programme Business Assurance		
Hayley Preston	Programme Supplier Assurance		

1.5 Related Documents

Summary of filenames and locations of related documents:

Document Type	Filename
Project Workbook	SD002 SITS Development Programme Workbook V04.docx
Programme Terms of Reference	SD005 SITS Development ToR v05.docx

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3 Introduction

3.1 Purpose

A Communication Management Plan contains a description of the means and frequency of communication to parties both internal and external to a project/programme of work. It facilitates engagement with stakeholders through the establishment of a controlled and bi-directional flow of information.

3.2 Objectives

The objectives of this Communication Management Plan are to provide an agreed and clearly understood method of communication throughout the project which gives consistency of communications where practical across all interested parties.

3.3 Scope

The scope is restricted to all aspects of the SITS Development Programme which are encompassed in the Programme Workbook and communications to all approved interested parties. The scope excludes communications across other programme's of work which will be defined within their own Communication Management Plans. Should there be any communication areas which fall outside the definitions within this document, the Corporate Communications Department should be consulted for clarification.

3.4 Derivation

The Communications Plan has been derived from the following:

- Corporate Communications Strategy and policies
- Components of the Programme Workbook (in particular the programme management team structure, the stakeholder engagement and the risk register)
- Facilitated workshops/informal discussions with stakeholders
- Stakeholder analysis

3.5 Quality criteria

- All stakeholders have been identified and consulted for their communication requirements;
- There is agreement from all stakeholders about the content, frequency and method of communication;
- A common standard for communication has been considered and adopted where possible and practical;
- The time, effort and resources required to carry out the identified communications have been allowed for within the overall Project Plan;
- The formality and frequency of communication is reasonable for the programme's importance and complexity;
- For projects that are part of a programme, the lines of communication, and the reporting structure between the project and programme, have been made clear in the Communication Management Plan;
- The Communication Management Plan incorporates corporate communications facilities where appropriate (e.g. using the marketing & communications department for distributing project bulletins using the internal communications channel guide);

4 Reporting

4.1 SITS Development Programme (SDP)

Information Required	Information Provider	Frequency of communication	Method of Communication
All Programme documentation	Programme Manager	At Programme Start-up stage	Email
Highlight Reports; Key Achievements; Risk & Issues Register; Financial Report;	Programme Manager	Monthly	Email (5 working days in advance of scheduled meeting
Minutes of meetings	Programme Manager	Monthly	Following each Programme Board meeting (within 5 working days of the meeting taking place)
Assurance Report	Assurance Team	Monthly	Email (via Programme Manager, 5 days in advance)

4.2 Student Data & Information Programme (SDIP)

Information Required	Information Provider	Frequency of communication	Method of Communication
Programme Workbook	Programme Board	At Programme Start-up stage	Email
Highlight Reports to include key achievements	Programme Manager	Monthly	Email in advance
Risk and Issues	Programme Manager	Update at every meeting	Email in advance
Minutes of meetings	Programme Manager	Per meeting (normally monthly)	Email in advance

4.3 Technology Programme (TP)

Information Required	Information Provider	Frequency of communication	Method of Communication
Programme Workbook	Programme Board	At Programme Start-up stage	Email
Highlight Reports to include key achievements	Programme Manager	Monthly	Email in advance
Risk and Issues	Programme Manager	Update at every meeting	Email in advance
Minutes of meetings	Programme Manager	Per meeting (normally monthly)	Email in advance

4.4 Quality Assurance Team (QAT)

Information Required	Information Provider	Frequency of communication	Method of Communication
Issues	Programme Manager	Ad hoc, on discovery	Email
Project products requiring review	Programme Manager	According to project plan	Email
Quality Log	Programme Manager	At stage review and stage end	
Business Case	Programme Manager	At BC update stage	Email

4.5 Project Teams

Information Required	Information Provider	Frequency of communication	Method of Communication
Highlight Reports	Programme Team members/Programme Manager	Monthly	Email
All Project Reports	Author	Ad hoc	Email
Team meetings	Programme Team/Manager	Weekly	Email
Issues and Risks	Programme Team/Manager	Weekly	Email
Progress on other projects	Programme Team	Monthly	Email

4.6 Academic Schools

Information Required	Information Provider	Frequency of communication	Method of Communication
Progress reports	Programme Board	Monthly	Email via School Academic Administrator

4.7 Staff

Information Required	Information Provider	Frequency of communication	Method of Communication
Programme Workbook	Programme Board	At Programme Start-up stage	Intranet
Progress reports	Programme Board	Monthly	Intranet

4.8 University of Bradford Union (UBU)

Information Required	Information Provider	Frequency of communication	Method of Communication
Programme Workbook	Programme Board	At Programme Start-up stage	Email
Progress reports	Programme Board	Monthly	Email

4.9 Students

Information Required	Information Provider	Frequency of communication	Method of Communication
Programme Workbook	Programme Board	At Programme Start-up stage	Intranet
Progress reports	Programme Board	Monthly	Intranet

4.10 User/Special Interest Groups

Information Required	Information Provider	Frequency of communication	Method of Communication
Programme Workbook	Programme Board	At Programme Start-up stage	Internet
Progress Reports	Programme Board	Monthly	Internet
Newsworthy achievements	Programme Board	Ad hoc	Internet

4.11 Suppliers

Information Required	Information Provider	Frequency of communication	Method of Communication
Programme Workbook	Programme Board	At update stage	Email

4.12 Heads of Service Meetings

Information Required	Information Provider	Frequency of communication	Method of Communication
Presentations	Programme Manager	When requested	Verbal communications

4.13 Other stakeholders

Information Required	Information Provider	Frequency of communication	Method of Communication

5 Roles and Responsibilities

Corporate/Programme Management – In general, this body will be responsible for the control of an organisation or a Programme. They sit outside the project but set the overall requirements, vision and tolerance levels for the project. Any forecast breaches of project tolerance (time, cost or quality) should be reported to Corporate/Programme Management for guidance on their resolution or potentially premature closure of the project.

Executive – The executive is responsible for the Business Case for the duration of the project and is appointed by Corporate/Programme Management. He/she will usually be responsible for the Benefits Review Plan for the duration of the project and will either hand over the Benefits Review Plan to the Senior User on project closure. He/she should oversee the development of a viable business case, ensuring the project is aligned with corporate strategies, and securing appropriate funding for the project.

Senior User – Responsible for specifying the benefits upon which the Business Case is based. Ensure the desired outcome of the project is specified unambiguously. Ensure the project produces benefits which deliver the desired outcomes. Ensures the expected benefits are realised. Provide actual versus forecast benefits during benefits reviews.

Senior Supplier – May be within the organisation or an external organisation – responsible for confirming that the required products can be delivered within the expected costs and are viable.

Programme/Project Manager – Prepare the Business Case on behalf of the Executive. Carry out impact analysis of new or revised risks or issues which may impact the projects ability to meet requirements. Update the Business Case at the end of each Management Stage. Assess and report on performance at regular Project Board Meetings and project closure.

Team Manager – Overall control and co-ordination of teams responsible for producing products. Reports any slippage or developmental problems during Project Stages to the Project/Programme Manager.

Project Assurance – Assist in the development of the Business Case. Verify and monitor the Business Case against project progress and external events. Ensure the

project fits with the overall programme or corporate strategy. Monitor project finance on behalf of the customer. Ensure the value-for-money solution is constantly reassessed. Review the impact assessment of potential changes on the Business Case and Project Plan.

6 Stakeholder Analysis

Interested Parties	Current relationship	Desired relationship	Interfaces	Key messages
Finance Department	Good	Proactive	Voice, Email	
Supplies Department	Good	Proactive	Voice, Email	
Corporate Service Departments	Reasonable	Proactive	Voice, Email	
Academic Schools	Reasonable	Proactive	Voice, Email, Monthly Review	
UoB Students Union	Reasonable	Proactive	Voice, Email	
Student Data & Information Programme Board	Good	Proactive	Voice, Email, Monthly Review	
Technology Programme Board	Good	Proactive	Voice, Email, Monthly Review	
Quality Assurance Team	Good	Proactive	Voice, Email, Monthly Meetings	
Project Teams	Good	Proactive	Voice, Email, Weekly Meetings	
UoB Staff	Reasonable	Proactive	Intranet	
User/Special Interest Groups	Excellent	Proactive	Voice, Email, Monthly Review	
Suppliers	Good	Proactive	Voice, Email	
Heads of Services	Reasonable	Proactive	Voice, Email, Presentations	

Key: Poor, Reasonable, Good, Proactive, Excellent