



UNIVERSITY OF
CAMBRIDGE

Communication Strategy

Joint School Computing Service

Project Manager: Alinda Tyler

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Change Control Record

Date	Changed By	Version	Change
30/09/2014	Alinda Tyler	0.2	2.2.2 Meeting Information 6. Appendix – stakeholder overview updated
06/10/2014	Alinda Tyler	0.3	2.2.1 Reporting - Added the 'Project Kick Off Notification' 6. Stakeholder Analysis – Updated version of stakeholder overview – to include Brian Hendrich and remove Al Downie as project resource.
08/10/2014	Alinda Tyler	1.0	Added the correct project website URL throughout the document.



1. Introduction

The Communication Management Strategy describes the means and frequency of communication to parties both internal and external to the project. It facilitates engagement with stakeholders through the establishment of a controlled and bi-directional flow of information.

2. Communication Procedures

The Communication Procedure to be used has been specifically created for the purpose of the JSCS project. This procedure comprises of all project communication methods, stakeholder engagement as well as an overview of all meetings, records and documentation that will be distributed as part of project communications.

2.1 Face to Face Meetings

Steering Group Meeting

As part of Project Governance there will be regular, fortnightly, Steering Group meetings to review project progress, status, outstanding actions/ decisions/ authorisations and to decide or give direction with regards Risk and Issue Management.

These meetings can take place either face-to-face, which is preferred, or via conference call facilities where deemed necessary and appropriate.

Steering Group Checkpoint Meeting

At the end of each project phase, there will be a specific Steering Group Checkpoint meeting in which the following will be reviewed/ authorised:

- Review project progress and status, to include
 - Review of required completion of project products/ deliverables
 - Review of appropriate approval of products
- Carry out Quality Control for the completed and authorised project products/ deliverables where required
- Review of Budget
- Acceptability of outstanding Risks / Issues
- Review and authorisation of project plan for next phase
- Review and confirmation of Acceptance Criteria (in case any external factors have changed them)
- Review PID to ensure it is up to date (to include any approved Project Change Requests)
- Review the Communication Strategy to ensure it remains appropriate
- Confirm business justification to continue with project
- Record any lessons learnt

The final output of this Project Checkpoint meeting is the authorisation to continue with the next project phase.

The specific Checkpoint Meetings are to take place face-to-face and will be scheduled near the end of each project phase.



Project Meetings

There will be a Project Kick Off meeting for the full project team which will cover:

- Project objectives, scope and exclusions
- PID documentation, including:
 - Communication Strategy
 - Risk Management Strategy
 - Change Management Process
 - Quality Management and controls
 - Project Organisation (roles and responsibilities)
- Timescales
- Next steps

As part of the Project Approach and Project Governance there will be weekly project team meetings. The project team meetings will be scheduled separately for the Technical Scoping Team and the Financial & Governance Team as this project will be delivered in these two distinct phases. However, there will be overlap in some situations which will be managed accordingly.

The project team meetings can take place either face-to-face, which is the preferred option, or via conference call facilities where this is deemed necessary and appropriate.

The weekly project team meetings will include:

- Review project progress and status, to include
 - Review of required completion of project products/ deliverables
 - Review of appropriate approval of products
- Risks/ Issues
- Project Change Requests, if outstanding



2.2 Records and Timing

2.2.1 Reporting

The below describes any reports on the communications process that are to be produced, including their purpose, timing and recipients.

Document	Responsibility	Timing	Target Audience	Purpose/ Description	Location/ Distribution
Project Brief	Project Manager	Project Start-up	Steering Group Project Team Stakeholders 'Open Document'	To lay-out the project information and understanding to define the scope, budget and timelines for the project. The Project Brief will ensure there is an agreed, commonly understood and well defined starting point.	Email to target audience Website
Business Case/ Final Recommendation	Steering Group	Project Output	Councils of both Schools	The project output will be a recommendation comprising of: 1. What services would be delivered, including the infrastructure required 2. What structure may be required to deliver these services, and the skills and experience required 3. A financial and governance model to underpin and support the technical and staffing structure required to deliver the required services	Email to target audience
Project Initiation Document, including: Communication Change Risks Quality Organisation	Project Manager	Project Initiation	Steering Group Project Team Stakeholders 'Open Document'	The purpose of the PID is to clearly define the project, in order to form the basis for its management and an assessment of its overall success. The PID gives the direction and scope of the project and (along with project stage plans)	Email to target audience Website



				forms the base document.	
Project 'Kick Off' Notification	Project Manager	Project Kick Off	Project Board Steering Group Project Team Stakeholders 'In Scope' 'Open Document'	To provide a summary of project progress to date, highlighting the website for all documentation, notification that requirements gathering/surveys will commence.	Email to target audience Website
Project Plan	Project Manager	Each Project phase	Steering Group Project Team Stakeholders	To document all project deliverables, owners, timelines, milestones and track progress	Email to target audience
Project Timeline Overview	Project Manager	Each Project Phase	Steering Group Project Team Stakeholders 'Open Document'	To provide a visual overview of the Project Plan with all project deliverables, timelines and milestones.	Email to target audience Website
Project Log	Project Manager	Weekly	Project Team	To document all outstanding actions, milestones, track progress, risks, issues, budget tracking	Email to target audience
Project Status Reporting	Project Manager	Fortnightly	Project Board Steering Group	To provide fortnightly project overview with RAG, key risks/issues, budget overview and resources	Email to target audience
Work Packages and Product Descriptions	Project Manager	Each Project phase	Work Stream Leaders Project Teams	To describe the work required and to pass responsibility to the Work Stream Leaders, to include product descriptions.	Email to target audience
Stakeholder Project Progress reporting	Project Manager	Monthly	All identified Stakeholders 'Open Document'	To provide Monthly project overview with RAG, key risks/issues, and resources	Email to target audience Website
Post Implementation Document	Project Manager	Project Post Implementation	Project Board Steering Group Project Team	To measure and document Project Success against the Project Acceptance	Email to target audience Website



			'Open Document'	Criteria to determine the success of Project Delivery and derive any lessons learned.	
Project Closure Notification	Project Manager	Project Closure	Project Board Steering Group Project Teams All Stakeholders 'Open Document'	When it has been confirmed the project can be closed, a project closure notification will be send to all parties involved	Email to target audience Website

2.2.2 Meetings / Information

Process/ Information Type	How	Timing/ Frequency	Records	Attendees/ Receivers
Project Kick Off Meeting	Meeting	At the end of Project Initiation	Meeting Minutes 'Open Record'	Technical Project Team, Financial and Governance Project Team, Steering Group, Project Board Alinda Tyler
Steering Group Meeting	Meeting	Fortnightly	Meeting Minutes	Derek Smith Jessica Dunne Richard Bartlett Alinda Tyler
Project Board Meeting	Meeting	Termly, or when required	Meeting Minutes	Caroline Edmonds Karen Douglas Derek Smith Richard Bartlett Alinda Tyler
Project Progress Risks / Issues	Meeting	Weekly	Project Log (action progress log per stage)	Technical Project Team Financial and Governance Project Team Alinda Tyler
Checkpoints	Meeting	At the end of each project phase	Meeting Minutes	Derek Smith Jessica Dunne Richard Bartlett Alinda Tyler



Please note that all Project Documentation marked as 'Open Documents' will be uploaded to the following website: www.cscs.medschl.cam.ac.uk/about-us/projects/joint-school-computing-service/

3. Stakeholder Analysis

The Project Steering Group have carried out a detailed Stakeholder Analysis and have subsequently engaged all identified stakeholders to inform all parties on the JSCS project, what its objectives are and how they are a stakeholder.

The following main groups have been identified:

- SBS currently In Scope Departments and Institutions
- SBS currently Out of Scope Departments and Institutions
- SBS General Stakeholders
- SCM Currently In Scope Departments
- SCM currently Out of Scope Departments
- Human Resources / General Division
- SBS IT Review Committee
- Clinical School Computing Service
- Council of the School of Biological Sciences
- Council of the School of Clinical Medicine
- CSCS Management Committee
- UIS
- Education Division
- Non University Institutions
- Medical Library

Based on the stakeholder analysis a combination of specific JSCS Stakeholder emails, 'Open Sessions' or face to face individual meetings have been arranged which covered:

- JSCS (Stakeholder) Project Brief
- JSCS Objectives and Approach
- Confirm Stakeholder part/ stake in project
- Confirm what the JSCS project needs from the Stakeholder
- Confirm Stakeholders' view and stance to JSCS Project
- Confirm Stakeholders' ability to provide project needs
- Confirm Project Communication approach to Stakeholder and their requirements

Throughout the project the communication approach, as agreed / confirmed with each stakeholder, will be reviewed on a regular basis to ensure all stakeholders are informed and satisfied.

Please find the Stakeholder Overview in the Appendix '[Stakeholder Analysis](#)'

4. Information needs for each interested party

The project will provide the following information to Stakeholders:

Document	Responsibility	Timing	Target Audience	Purpose/ Description
Project Brief (Stakeholder)	Project Manager	Start of Project	'Open Document' All Stakeholders	To lay-out the project information and understanding to define the scope, budget and timelines for the project. The Project Brief will ensure there is an agreed, commonly understood and well defined starting point.
Project Progress Reports	Project Manager	Monthly	All Stakeholders	To provide Monthly project overview with RAG, key risks/issues, and resources
Project Timeline Overview	Project Manager	Each Project Phase	'Open Document' All Stakeholders	To provide a visual overview of the Project Plan with all project deliverables, timelines and milestones.

Key Stakeholders

The identified Key Stakeholders, School of Clinical Medicine 'In Scope' Departments, will be invited for follow-up face to face meetings at the end of each project phase. This meeting will be used to inform each Key Stakeholder on project progress, next steps and timelines and to provide a platform to raise concerns, questions or requests for further information. This will also be an opportunity to provide input in the project key milestones and decisions.

The School of Biological Sciences key stakeholders will be kept informed through regular SBS IT Review Committee meetings, chaired by Professor Derek Smith. Further detail and confirmation on the SBS Departmental Liaisons/ Champions that are confirmed to be part of the SBS IT Review Committee can be found in the Appendix '[Stakeholder Analysis](#)'.

All Key Stakeholders will receive further Project Documentation, including the Project Brief, Project Initiation Document, Project Timeline Overview, Progress reports, Post Implementation Document and Project Closure Notification.

Non-key Stakeholders

All Stakeholders will receive Project Documentation as mentioned above. The non-key stakeholders will be kept informed through the monthly Project Progress Reports and the fact that all Project 'Open Documents' will be stored on the CSCS Website; www.cscs.medschl.cam.ac.uk/about-us/projects/joint-school-computing-service/



5. Roles and Responsibilities


For the School of Biological Sciences, Professor Derek Smith is responsible for communication with identified SBS stakeholders and the SBS IT Review Committee.

For the School of Clinical Medicine, Richard Bartlett and Martin Keen are responsible for communication with the identified SCM stakeholders.

All general Project Documentation and Project Meetings will be produced, distributed and chaired by the Project Manager.



6. Appendix

Section:	Document:
<p>Stakeholder Analysis</p>	<p> JSCS Stakeholder Overview Current.pd Link to: JSCS Stakeholder Overview Current.</p>