

Communications Plan

| Title | Project Manager | Project Sponsor | Department | Version | Date |
|----------------------------------|-----------------|-----------------|------------|---------|------------|
| ESS Instruments – Implementation | K Jones | S Langridge | ISIS | 1.0 | 11/02/2016 |

Purpose

This document lays out the strategy (who, how and when) for all the aspects of project wide communication.

Sign-off table for latest version – ensure any new version is reapproved by appropriate people

| Name | Signature | Role or Responsibility | Date |
|-------------------|-----------|-------------------------------|------|
| Justin Greenhalgh | | UK-ESS Project Manger | |
| Kevin Jones | | Project Manager | |
| Sean Langridge | | Project Sponsor | |
| | | On behalf of ISIS Comms group | |
| | | | |

Other communications documentation

The [Communication file](#) provides all project members with a consistent and approved source of information for when people have to communicate on behalf of the project or are asked questions. Please refer to this document or speak with [Philip King](#), [Sara Fletcher](#) or [Kevin Jones](#).

TS1 Project – Who is affected and how are we communicating with them

| Person or group affected or interested | What is their interest, concern or responsibility? | Who is responsible for communicating with them? | Form of communication | When should it happen | Has it been / is it being done? | Feedback from them about communications? |
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| Within ISIS | | | | | | |
| <i>ISIS Director</i> | Responsible for ISIS, and for upward reporting to, EB and elsewhere | Project sponsor (PS) | Regular meetings IMC meetings | Monthly | | |
| <i>UK-ESS Project manager</i> | Responsible for UK-ESS Project delivery. Reporting into ESS management committees and national Labs director | Project Sponsor (PS) Project Manager (PM) | Regular Meetings Monthly reports Project Board | Monthly Monthly Bi yearly or as appropriate | | |
| <i>ISIS Management Committee</i> | ISIS reputation, Resourcing departments | Project sponsor | Regular updates at IMC meetings. | Monthly | Regular agenda item on IMC | “Is this working OK?” |
| <i>Project Board</i> | Check TOR document | Project manager (PM) and project sponsor | Reports from project manager, project sponsor and other areas of the project | At formal project board meetings (twice per year) By email and virtual meetings when necessary | Regular agenda item | |
| <i>ESS Instruments Upgrade project Technical Assurance Board (TAB)</i> | TAB will provide guidance and expertise in a range of areas to support | Project manager and project sponsor | Regular meetings | Monthly | | |

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| | the project manager and project sponsor. For more details check the Project management plan section on this. | | | | | |
| <i>Sub Project Mangers Package managers (WPMs)</i> | Ability to carry out their part of the project, in relation to other parts. Influencing future operations. | Project manager other work package managers | Work package manager meetings. Other direct communication as required | WP leader meetings once per month Individual WPM and PM meetings | | |
| <i>ESS Instrument Project Sponsor (Sean Langridge)</i> | To ensure the project is delivered to the customer's expectations | IMC to set the project parameters Project manager for updates on progress | IMC meetings TAB meetings Meetings with the project manager | IMC Monthly TAB meetings Project manager meetings | | |
| <i>ESS Instrument Project Manager (Kevin Jones)</i> | Delivery of the project within the constraints of time, budget and quality – balance between these three. | Project sponsor regarding overall project parameters. Work package leaders for updates on their areas or information useful to other areas of the project Project office | Regular meetings with the project sponsor Work package leader meetings Meetings with project office Direct communication with WP leaders | Meetings with Project Sponsor TAB meeting Meetings with project technical lead WPM meetings | | |

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| | | | | Regular interactions with project team | | |
| <i>Loki and Freia technical leads (David Turner/Jim Nightingale)</i> | Have an overview of all technical aspects of the project to ensure best practice and maintain a single technical strategy. | Project Sponsor Project manager WPMs for technical work packages & their teams | Regular meetings Review of technical documentation Attendance of technical reviews | Meetings with PM WPM meetings Reviews | Signature sign-off (where appropriate) for final design reviews | |
| <i>Safety Working Group (SWG)</i> | To ensure the project is carried out in a safe manner and produces adequate, acceptable and appropriate safety documentation | PM and David Turner/Jim Nightingale (Pm deputys for the SWG) | Regular meetings | Quarterly; though as project progresses frequency of meetings may increase | | |
| <i>Individual technical groups within ISIS directly involved in the project -</i> | Carrying out their part of the project as required. Influencing future operations. Knowledge overall of how the project is going. | The relevant WP manager | Group / team meetings Other direct communication as required | | | |
| <i>Science group leaders</i> | Operation of instruments affected by ESS project; management of instrument scientists; general | Science Division Heads and ISIS Director | Divisional group leaders meetings; Other direct communication | Monthly divisional meetings | | |

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| | involvement in ISIS science strategy | | | | | |
| <i>Instrument scientists</i> | Operation of instruments affected by Staff diverted to work on ESS | Science group leaders WPMs in work packages directly connected with instruments Neutronics team | Group meetings Other direct communication as required Updates on neutronics calculations as they become available | Monthly group meetings As available | | |
| <i>ISIS Comms group</i> | Internal and external communication of the project | ISS Division Head Project manager | Updates from division head | Monthly and as required | | |
| <i>ISIS staff in general</i> | General interest in the project, what it's for and how it's going | ISIS Director ISIS comms group Project manager | Director's staff talks ISIS in.brief | Twice per year Monthly | | |
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| Person or group affected or interested | What is their interest, concern or responsibility? | Who is responsible for communicating with them? | Form of communication | When should it happen | Has it been / is it being done? | Feedback from them about communications? |
| <i>Within STFC (and external to ISIS)</i> | | | | | | |
| <i>Director, National Labs (Andrew Taylor)</i> | Responsibility for ISIS within National Labs. Represents ISIS (and ESS project) on EB | ISIS Director | Meetings with ISIS Director | As required | | |

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| <i>Executive Board</i> | Responsible for STFC, including operations, budget and reputation. Ultimate sign-off on the project – reassurance regarding the project. | ISIS Director (via Nat Labs Director or directly) | Reports to EB including initiation document Individual meetings between ISIS Director and EB members | As required | | |
| <i>Operations Board (other STFC department heads)</i> | Reviewing large projects and risk register; interest and concern about departmental finances and allocations | ISIS Director | Reports at meetings | Whenever large projects are reviewed. | | |
| <i>STFC SHE Group</i> | Assurance and scrutiny regarding SHE issues within the project | Safety working party, Project manager, Project sponsor | Minutes from SWG (see above) Update by PM | As required, but at least every 6 months | Regular agenda item | |
| <i>Programmes staff with responsibilities for neutrons</i> | General awareness of the project. Details likely to be needed with regard to LFIG / LFAB involvement | ISIS Director | | | | |
| <i>Technology groups involved in the work (Technology RAL/Daresbury)</i> | Direct involvement in work carried out in relevant work packages (e.g. target analysis) | Project technical lead Project manager WPMs for related work packages | Inclusion in technical discussions and reviews Meetings | As required | | |

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| | | | Technical reports on relevant areas to be shared | | | |
| <i>STFC staff in general</i> | General awareness / interest in the project. Specific operational information which may affect the, e.g. road closures | ISIS comms group | In.brief articles Articles in other STFC publications and on the STFC website as required | | | |
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| Person or group affected or interested | What is their interest, concern or responsibility? | Who is responsible for communicating with them? | Form of communication | When should it happen | Has it been / is it being done? | Feedback from them about communications? |
| External to STFC | | | | | | |
| <i>ESS Management Committee</i> | Ability to deliver on time to cost and quality | UK-ESS Project manager (Justin Greenhalgh) | Project Board Project reports Direct Communication | As Appropriate and set out by the UK ESS Project | | |
| <i>ESS Technical Teams</i> | Delivery of key information into instrument teams | Project Manager Sub project manager | Direct Buy Specifications and Standards | As required and as identified in the project plans | | |
| <i>Integration engineers</i> | Ensure effective information exchange between the two facilities, to ensure the link between the infrastructure at ESS | Integration engineer (Clara Lopez) Sub Project managers | Direct | Weekly | | |

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| | and the Beamline builds is correct | | | | | |
| <i>NSS Lead engineer</i> | Ability to deliver to time/ Cost/Quality | Project Manager | Direct | monthly | | |
| <i>Science Board and sub-groups</i> | Ability to deliver advice to STFC on science priorities | ISIS Director (via Strategy directorate) | Reports at meetings: Initiation document at outset? Periodic reporting on progress, funding, etc. | | | |
| <i>STFC Council</i> | Oversight of STFC, including use of finances and reputation | ISIS Director (via others or directly) | Reports at meetings: Initiation document at outset? Periodic reporting on progress, funding, etc. | | | |
| <i>ISIS Facility Board</i> | Advice on ISIS management to ISIS Director and STFC | ISIS Director | | | | |
| <i>LFIG (other research councils)</i> | Involvement in facility governance on behalf of UK RCs. Concerned about costs in particular, and will make funding decisions affecting ISIS. | ISIS Director | LFIG meetings, briefing papers | | | |
| <i>LFAB (other research councils and BIS)</i> | Involvement in facility governance on behalf of UK RCs. Concerned about costs in particular, | ISIS Director | | | | |

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| | and will make funding decisions affecting ISIS. | | | | | |
| <i>External user Community</i> | Interest in future of ISIS; effects of projects on their research, especially extended shutdown; involvement in big decisions related to the facility | ISIS Director and Science Division Heads ISIS Science groups and instrument scientists ISIS Comms team | Presentation and information at ISIS User Committee NMUM Presentations at user group meetings General conversations ISIS website ISIS Information newsletter | Twice per year Once per year Periodically Continually – whenever users are on site Project description and news, to be updated every three months Twice per year | | |
| <i>Other neutron facilities</i> | Interested in future of ESS; planning for shutdowns and operating periods. | ISIS Director, science division heads ISIS scientists | Direct contact Director communication when visiting other facilities | | | |
| <i>Manufacturers relevant to Instrument build components</i> | Ability to produce required components | Relevant project teams | Direct communication OM Procurement | As required | | |

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| <i>Procurement within SBS</i> | Ability to handle project orders, including volume of orders, EU or non-EU tenders | Project manager, project sponsor | Direct communication with SBS procurement personnel. John Webber (Procurement Specialist) | | | |
| <i>Local community</i> | May not have concerns about ESS project, but will have an interest in the new building (planning etc) and ESS will come up in this context | Comms team, those engaging in planning | STFC local community liaison group contact, meetings Tours for local groups (e.g. rotary club) become more important. Café Scientifique or other local events | | | |
| <i>Trade / specialised press</i> | An opportunity for us to promote ISIS engineering Includes Neutron News, | Comms team working with ISIS engineers | | | | |

From the above table, people with communications responsibilities:

| Person responsible for communications | Who are they responsible for communicating with (for details, see above table) | | |
|---|--|---|---|
| Project sponsor – Sean Langridge | ISIS Director UK-ESS Project Manager IMC | Project Board TAB SBS Procurement | Project Manager |
| UK –ESS Project Manager | Project Sponsor committee Project Manager | ISIS Director National Labs director | ESS Management |
| Project manager – Kevin Jones | Project board UK ESS Project Manager Work Package leaders | Comms group Project Sponsor ISIS staff in general | SBS Procurement TAB |
| Work Package leaders | Each other Project Manager | | |
| Science Division Heads – Sean Langridge, Philip King | Science group leaders Instrument scientists | External user community Other neutron facilities | |
| ISIS Director – Robert McGreevy | ISIS staff in general National Labs Director LFIG, LFAB | Executive Board Operations Board Science Board | External user community Other neutron facilities |
| Neutronics team – Steven Lilly | Instrument scientists | | |
| ISS Division Head – Philip King | Comms team | | |
| Comms team | ISIS staff STFC staff in general | External user community | |
| Science Group Leaders | Instrument scientists | External user community | |
| Instrument scientists | External user community | Other neutron facilities | |