



Estuary House, Newton Abbot Communication Strategy

1 Introduction

This paper identifies the stakeholders, including key communication groups and outlines the means and frequency of communication throughout the process to procure Estuary House office accommodation.

2 Key Communication Principles

- Communication will be open, honest and factual and directed to the target audience
- All communication – spoken, written and electronic, will be clear, easily understood, timely and up to date
- Communication will take multiple forms to reach the target audience
- Two-way communication will be encouraged

3 Stakeholders

In order to enable effective communication, those parties with an interest in the project ('stakeholders') have been identified and are detailed in the table below. Stakeholders marked in bold have been identified as the key communication groups.

INTERNAL	EXTERNAL
Project Board Members Chief Executive Project Sponsor Project Group End User Group Devon Partnership Trust Devon Primary Care Trust ACS CYPS NPS SW Ltd	Millwood Developers Teignbridge District Council District Valuer General Public Consultants Bridge House staff Patients People who use Trust services, their carers and families

4 Key Communication Groups

The following stakeholders have been identified as Key Communication Groups. These groups form the main channels for disseminating and communicating information to and from other stakeholders.

4.1 Project Board – A group set up to make key decisions throughout the life of the scheme and who will direct and monitor the progress of the project. The Project Group will make decisions and recommendations to this group.

4.2 Project Group – The Project Group comprises of individuals who have particular areas of knowledge and expertise to inform the project, assist in identifying risks and advise the Project Manager of key issues in their area of responsibility that may affect the success of the project. They provide the main channel of communication and decision making for the Project Manager and this group makes recommendations to the project Board. Meetings will be held on a regular basis, linked to the project timetable and key milestones in the project.

4.3 End User Group – This Group will be set up to represent staff views and interests as well as those who will be using the services at Estuary House.

4.4 Advisory Team – IT, Unison, HR - particular areas of expertise and knowledge to assist in the delivery of the project's objectives.

5 Means of Communication

The mechanisms through which information is communicated have been identified and categorised into written communication, electronic media and face to face meetings.

5.1 Written Communication

Newsletter – Articles will be produced for inclusion in the monthly InfoPoint, CEO bulletin, Devon County Council insider, Devon Partnerships NHS Trust's Partnership Progress and Online News.

Press Statements – Statements will be made through Devon County Council and the PCT Press Office at various key stages if felt appropriate, working collaboratively with the End User Group stakeholders.

5.2 Electronic Media

Intranet – A dedicated area for staff will be set up with access to all end users. This will be regularly reviewed and updated.

Internet – Information will be made available to publicise on respective organisations websites

E-mail – The day to day means for communicating and disseminating information between the Project Manager, stakeholders and end users.

5.3 Face to Face Meetings

Consultation Meetings/Presentations – At key points during the project process consultations meetings/presentations will take place with all end users. The Project Manager will be responsible for organising these after approval by the Project Board.

Cascade – The internal mechanism for communicating to all end users by members of the Project Board and Project Group.

6 Responsibility for the Communication Strategy

The Project Manager is responsible for the formulation and delivery of the Communication Strategy.

The Project Manager will communicate the strategy to the Project Sponsor, Project Board and Stakeholders. This allows essential information to be cascaded to staff in an accurate and timely manner.

The following table represents the lifecycle of the project.

Topic	Audience	Method	Responsibility
Construction commences	All	Website Newsletter	Project Manager
Project Proposals including detailed internal layout	Project Board Project Group End User Group	Meetings Website	Project Manager Project Group
Staff consultation throughout the project	End Users	Website Meetings	Project Manager Project Group Advisory Team
Car parking proposals	All	Work Travel - Questionnaire Website Meetings	Project Manager Project Board Project Group Advisory Team
Changes to proposals throughout the lifecycle	Project Board	Reports Meetings	Project Manager Project Group End User Group
Construction complete	All	Website Newsletter	Project Manager

Relocation of staff	All	Meetings	Project Group End User Group
Work style change training	End User Group	Meetings Website Procedure notes	Project Manager Project Group Project Board

7 Monitor and Review

Monitoring the effectiveness of this strategy will take place via Project Board meetings where responses to questions on communication will be monitored and improvements sought.

The strategy will be reviewed regularly every 6 months and will be measured against the Project Definition Document.

Lisa Barker
NPS SW Ltd