

Organisation [Name]

Department [Name]

Programme Communication Plan

**<Programme Name>**

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# Introduction

The Programme Communication Plan helps to ensure that all programme stakeholders have the information they need to perform their roles throughout the programme. Planning and executing programme communication activities is essential for programme success.

The Programme Communication Plan determines how to communicate most efficiently and effectively to the various stakeholders. It defines and documents the communication items content, format, frequency, the audience, and expected results. It also defines how to communicate programme status and the assignment of activities to the various stakeholders, and the communication strategy for each stakeholder, based on their interests, expectations, and influence in the programme.

# Communications Objectives

Proactive communication is important on all programmes. Communication needs to be:

* **Adequate**: in the right format and right content;
* **Specific**: for the targeted audience;
* **Sufficient**: providing all the necessary information;
* **Concise**: brief, avoiding repetition and non-important information;
* **Timely**: addressing points at the right time.

Communication is also a vital way to manage programme stakeholders' expectations such as:

* Following programme progress and execution;
* Reporting on programme quality;
* Assigning activities.

## Inputs

When planning communication, one of the major inputs is the *Stakeholder Matrix*, to identify programme stakeholders' groups. To determine what information needs to be communicated to each target group the following inputs should be used:

* *Programme Charter*;
* *Programme Handbook* and possible related management plans.
* *Programme Work Plan*.

## Media

The communication media that will be used for the programme are:

* Email(s);
* Document(s) (Word, PowerPoint…);
* Phone call(s);
* Meeting(s).
* …

*<Please customise the above list as per your programme's or/and organisation's needs.>*

The communication media above contain, or are supported by:

* Minutes of Meeting (MoM);
* The Programme Status Report;
* Programme Work Plan (updated estimates of effort and schedule);
* Programme Logs;
* Programme repository.
* …

*<Please customise the above list as per your programme's or/and organisation's needs.>*

# Programme Meetings

*<Please customise the information for the Kick-off Meeting as per your programme's or/and organisation's needs.>*

|  |  |
| --- | --- |
| MEETING | **Planning Kick-off Meeting** |
| Purpose | Official kick-off of the planning phase of the programme. Through this meeting, the scope of the programme as well as the programme governance structure must be clear, the expectations of all the key programme stakeholders and their roles & responsibilities must be set and all the relevant risks at the time must be identified. |
| Location | Defined by the Programme Manager (PgM) in time. |
| Frequency | Done once at programme level. Date of the meeting to be defined. |
| Chairperson | Programme Manager (PgM) |
| Minutes by | To be defined by the Programme Manager (PgM). |
| Attendees | Programme Owner (PO)  Solution Provider (SP)  Programme Business Manager (PgBM)(s)  Programme Manager (PgM)  Programme Support Officer (if applicable)  Programme Quality Assurance (if applicable - optional)  (Functional) Team Leader (optional)  Local Information Security Officer (optional)  Data Protection Coordinator (optional) |
| Agenda Items | * Introduce the agenda. * Introduce participants; * Outline the goals, expectations, and activities of the Planning Phase, and discuss the planning timeline; * Introduce the programme scope statement; * Invite the Programme Owner (PgO) to explain the importance of the programme for the organisation and other beneficiaries. * Discuss the main elements of the Programme Charter; * Discuss the governance structure, roles & responsibilities; * Discuss the overall programme timeline. * Discuss the overall approach of the programme; * Discuss the programme plans needed for the programme; * Discuss risks, constraints and assumptions; * Discuss or present any programme supporting tools; * Allow time for any other business (questions & answers); * Summarise the discussion (decisions, actions, risk); * Communicate next steps. |
| Distribution list | All participants involved |
| Media | Meeting minutes written in MS- Word or by email. |

*<Please customise the information for the Kick-off Meeting as per your programme's or/and organisation's needs.>*

|  |  |
| --- | --- |
| MEETING | **Executing Kick-off Meeting** |
| Purpose | Official kick-off of the executing phase of the programme. After this meeting, the Programme Core Team (PCT) is aware of the scope of the programme, the programme governance structure, the roles & responsibilities of the team members as well as the programme rules. |
| Location | Defined by the Programme Manager (PgM) in time. |
| Frequency | Done once at programme level or for each major programme phase. Date of the meeting to be defined. |
| Chairperson | Programme Manager (PgM) |
| Minutes by | To be defined by the Programme Manager (PgM). |
| Attendees | Programme Owner (PO) (may be represented by the Business Manager)  Programme Business Manager(PgBM)  Programme Manager (PgM)  Programme Manager Assistant (PgMA) (if applicable)  Programme Support Office (PSO) (if applicable)  Other programme roles or stakeholders (optional). |
| Agenda Items | * Introduce the agenda; * Introduce participants; * Present the Programme Handbook and the Programme Work Plan; * Present the Programme Communication Plan; * Agree on the conflict resolution process and present the escalation procedure; * Present the Programme Stakeholder Matrix; * Present the Risk Management, Issue Management and Programme Change Management processes, and the Quality Assurance & Control activities; * Agree on the team’s ground rules (communication via email, meetings, phone, meeting minutes to be produced, availability, etc.); * Allow time for any other business (questions & answers); * Summarise the discussion (decisions, actions, and risk). |
| Distribution list | All participants invited. |
| Media | Meeting minutes written in MS-Word or by email. |

*<Please customise the information for the Programme Status Meeting as per your programme's or/and organisation's needs.>*

|  |  |
| --- | --- |
| MEETING | **Programme Status Meeting** |
| Purpose | * Discuss Programme status; * Discuss open actions and check progress; * Discuss new risks or/and issues and define action points; * Discuss and resolve conflicts; * Discuss and review change requests and approve/reject. |
| Location | Office of Programme Manager (PgM) (or meeting room to be defined in time). |
| Frequency | <Frequency of the meeting (+ day of the week) to be defined herein> |
| Chairperson | Programme Manager (PgM) (or delegated person if Programme Manager (PgM) cannot attend) or Programme Manager Assistant (PgMA)(s). |
| Minutes by | <Note that sometimes minutes are not needed in case there is a document supporting the meeting. For instance, no need for meeting minutes if there is a Programme Status Report and decisions are documented in the Decision Log.> |
| Attendees | Programme Owner (PO)  Programme Business Manager(PgBM)  Programme Manager (PgM)  (Functional) Team Leader (optional)  Programme Business Implementation Group (PgBIG) (If applicable - optional) |
| Agenda Items | Progress status review (presentation of periodic Programme Status report);   * Accomplishments (Current and Planned actions); * Actual work (m.d.) vs Planned (m.d.); * Milestones status; * Current deliverables status:   + Indicators;   + Existing change requests (current progress);   + New change requests (input from Programme Steering Committee). * Next deliverables status:   + Existing change requests (Current progress);   + New change requests (input from Programme Steering Committee). * Risks & Issues:   + Major risks, issues & actions monitoring. |
| Distribution list | All participants invited. |
| Media | * Programme Status Report will be written in MS-Word document, and sent by e-mail; and/or * Meeting minutes written in e-mail. |

*<Please customise the information for the Programme Review Meeting as per your programme's or/and organisation's needs.>*

|  |  |
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| MEETING | **Programme Review Meeting** |
| Purpose | * Management Review meeting; * Meeting discussing about programme progress; * Topics to be discussed: major scope changes, next year’s budget, major re-baselining of the Programme Work Plan (PgWP), confirming alignment to portfolio goals and objectives, and business strategies. |
| Location | No specific location. Defined by the Programme Manager (PgM) in time. |
| Frequency | Quarterly (or more frequently, depending on programme duration) |
| Chairperson | Programme Manager (PgM) |
| Minutes by | Programme Manager (PgM) |
| Attendees | Programme Manager (PgM)  Programme Business Manager (PgBM)  Selected Programme Team Members |
| Agenda Items | * Follow-up of mandatory documents; * Major milestones review; * Testing progress; * Risks (budget, resources, others), issues & actions monitoring; * Programme Manager (PgM) feedback; * Others: people / resources / contracts. |
| Distribution list | All participants invited |
| Media | * Programme Progress Report * Meeting minutes in MS-Word and sent by e-mail. |

*<Please customise the information for the Programme Steering Committee Meeting as per your programme's or/and organisation's needs.>*

|  |  |
| --- | --- |
| MEETING | **Programme Steering Committee Meetings** |
| Purpose | * Meeting with the sponsor(s) about the follow-up of the programme; * This meeting has also to be held now there are:   + Contractual aspects to be discussed;   + Formal programme approvals requested;   + Commitments made. |
| Location | No specific location. Defined by Programme Owner (PgO) in time. |
| Frequency | Monthly or now there is an important programme milestone reached, that needs approval(s) from Sponsor(s). |
| Chairperson | Programme Owner (PgO)  Programme Owner (PgO) may delegate his responsibility to <To be specified in this case.> |
| Minutes by | Programme Business Manager(PgBM) or to delegated person.  <To be specified in this case.> |
| Attendees | Programme Steering Committee (PgSC):   * Programme Owner (PgO) * Programme Business Manager(PgBM)(s) * Programme Manager (PgM) |
| Agenda Items | Programme debriefing:   * Accomplishments for this period; * Problems encountered and actions taken; * Major points meriting management attention; * Subjects to be realised until next milestone/meeting; * Evaluation of status with respect to programme scope, programme budget, programme finish date. * Formal approvals / Commitments / Contractual aspects. |
| Distribution list | All participants invited |
| Media | * Meeting minutes written in MS-Word, and sent by e-mail; * Decision log updated; * <If other support used, they must be specified here.> |

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| MEETING | **Change Control Meeting** |
| Purpose | * Discuss and prioritise change requests or client's inquiries * Discuss and prioritise maintenance requests * Prepare for decisions to be made by the Programme Steering Committee (PgSC) or the Change Control Board (CCB) or Change Advisory Board (CAB). |
| Location | Office of Programme Manager (PgM) (or meeting room to be defined in time) |
| Frequency | <Frequency of the meeting (+ day of the week) to be defined herein> |
| Chairperson | Programme Manager (PgM) (or delegated person if Programme Manager (PgM) cannot attend) that are part of the Programme. |
| Minutes by | <Note that sometimes minutes are not needed in case there is a document (such as Change Log) that is supporting the meeting. For instance, no need for meeting minutes if there is a progress report.> |
| Attendees | Programme Business Manager(PgBM)(s)  Programme Manager (PgM) |
| Agenda | Change request status:  **1- Progress update on open changes**  Current deliverables status:  **2- Existing change requests** (current progress)  **3- New change requests** (commitment on prioritisation, on budget, on milestones, …)  Next deliverables status:  **4- Existing change requests** (current progress)  **5- New change requests** (commitment on prioritisation, on budget, on milestones, …) |
| Distribution list | All participants invited |
| Media | * Meeting minutes written in MS-Word and sent by e-mail(s). * Change log to be updated. |

*<Please customise the information for the Programme-End Review Meeting as per your programme's or/and organisation's needs.>*

|  |  |
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| MEETING | **Programme-End Review Meeting** |
| Purpose | The objectives for the Programme-End Review meeting are:   * Review the main programme performance and achievements; * Discuss the overall programme experience; * Discuss if the objectives have been reached and if not, why; * Discuss problems and challenges faced during programme and the way they were addressed; * Discuss Lessons Learned and Best Practices that might be useful for future programme. |
| Location | No specific location. Defined by the Programme Manager (PgM) in time. |
| Frequency | No frequency. The meeting is held just once. |
| Chairperson | Programme Manager (PgM) |
| Minutes by | To be defined by Programme Manager (PgM) in time. |
| Attendees | Solution Providers (SP)  Programme Owner (PgO)  Programme Business Manager(PgBM)(s)  Programme Manager (PgM)  User Representatives |
| Agenda Items | * Remind the programme performance and achievements; * Enumerate programme relevant facts (budget & work history, milestones & timing history, technical & methodological approaches used); * Indicate the Lessons learned; * Business continuity plan (operational organisation, budgets & procedures) |
| Distribution list | All participants invited |
| Media | Programme-End Review MoM, Programme-End Report Word Document ; sent by e-mail. |

# Programme Reports

Reports may be produced to show the status of the programme or a particular work package or the collected required measures etc. This section should document how the reports will be distributed and the standard format for the programme reports.

*<Please customise the information for the following reports as per your programme's or/and organisation's needs.>*

|  |  |
| --- | --- |
| REPORT | **Programme Status Report** |
| Purpose | The Programme Status Report provides summary information regarding the overall programme performance (rather than detailed task-level information). The report includes tracking information for the cost, schedule, scope/changes, risks, issues, and reports on the status of important milestones for the current reporting period and provides forecasts for future performing periods. |
| Frequency | The elaboration of this report will follow the frequency defined for the Programme Follow-up Meeting. |
| Author | Programme Manager (PgM) |
| Distributed to | Refer to Distribution List specified in the Programme Follow-up Meeting. |
| Media | Word Document |
| Reference to | <Please reference to the document.> |

|  |  |
| --- | --- |
| REPORT | **Programme Progress Report** |
| Purpose | The Programme Progress Report provides a high-level overview of the entire programme and its actual status. The report includes a Programme Overview (Programme Stakeholders, Milestones and Deliverables, Programme Plan, Budget and Costs) and further Programme Details (Scope Changes, Major Risks/Issues and Actions Taken, Achievements). This report provides more detail than the Programme Status Report. |
| Frequency | The elaboration of this report will follow the frequency defined for the Programme Review Meeting. |
| Author | Programme Manager (PgM) |
| Distributed to | Refer to Distribution List specified in the Programme Progress Review Meeting. |
| Media | Word Document |
| Reference to | <Please reference to the document.> |

|  |  |
| --- | --- |
| REPORT | **Programme-End Report** |
| Purpose | The Programme-End Report summarises programme experience. The evaluation of the major programme parameters, best practices, lessons learned, pitfalls and solutions to problems are documented in this report. |
| Frequency | This report is realised once, during the Closing Phase. |
| Author | Programme Manager (PgM) |
| Distributed to | Refer to Distribution List specified in the definition of Programme-End Review Meeting. |
| Media | Word Document |
| Reference to | <Please reference to the document.> |

# Other Communications

<Complete one block of the following table for each type of other regular communication items>

|  |  |
| --- | --- |
| Name of the communication |  |
| Description |  |
| Audience |  |
| Frequency |  |
| Media |  |

# Summary Table

*<Please customise the information for the following communication items as per your programme's or/and organisation's needs.>*

| **Item Name** | **Audience (summary)** | **Responsible person** | **Frequency** | **Media of Communication** |
| --- | --- | --- | --- | --- |
| **Programme Status Meeting** | Programme Owner (PO)  Programme Business Manager (BM)  Programme Manager (PgM)  (Functional) Team Leader (optional)  Other programme roles or stakeholders (optional). | Programme Manager (PgM) or Programme Manager (PgMA)(s) | <Frequency of the meeting (+ day of the week) to be defined herein> | Meeting minutes and  Programme Status Report. |
| **Programme Review Meeting** | Programme Manager (PgM)  Solution Provider (SP) (optional)  (Functional) Team Leader  Programme Support Officer  Programme Manager Assistant (PgMA) (if applicable)  Programme Quality Assurance (optional) | Programme Manager (PgM) | Quarterly (or more frequently, depending on programme duration). | Meeting minutes  Programme Progress Report |
| **Programme Steering Committee (PSC) Meeting** | Solution Provider (SP)  Programme Steering Committee (PSC) members | Programme Owner (PO)  Programme Owner (PO) | Monthly or now there is an important programme milestone reached, that needs approval(s) from Sponsor(s). | Meeting minutes  Decision log updated |
| **Change Control Meeting** | Programme Business Manager (BM)  Programme Manager (PgM)  Other programme roles or stakeholders (optional). | Programme Manager (PgM) | <Frequency of the meeting (+ day of the week) to be defined herein> | Meeting  Meeting minutes Change log (updated) |
| **Programme-End Review Meeting** | Programme Owner (PO)  Programme Business Manager (BM)  Solution Provider (SP)  Programme Manager (PgM)  User Representatives (URs)  Other programme roles or stakeholders (optional). | Programme Manager (PgM) | Once per programme or major programme phase. | Meeting minutes Programme-End Report |
| **Programme Status Report** | Refer to Audience specified in the Programme Status Meeting. | Programme Manager (PgM) | Will follow the frequency defined for the Programme Status Meeting. | Word document |
| **Programme Progress Report** | Refer to Audience specified for the Programme Review Meeting. | Programme Manager (PgM) | will follow the frequency defined for the Programme Review Meeting. | Word document |
| **Programme-End Report** | Refer to Audience specified in the Programme-End Review Meeting. | Programme Manager (PgM) | Once, during the Programme Closing Phase. | Word Document |

Appendix 1: References and Related Documents

<Use this section to reference (or append if needed in a separate annex) any relevant or additional information. Specify each reference or related document by title, version (if applicable), date, and source (e.g., the location of the document or the publishing organisation).>

|  |  |  |
| --- | --- | --- |
| **ID** | **Reference or Related Document** | **Source or Link/Location** |
| 1 | *<Example of a related document>*  *<04.Programme\_Handbook.XYS.11-11-2013.V.1.0.docx>* | *<Example of a location>*  *< U:\Documents\>* |
| 2 | Programme folder | *<Insert programme folder location.>* |
| 3 |  |  |