



Northern Periphery and
Arctic Programme
2014–2020



EUROPEAN UNION
Investing in your future
European Regional Development Fund



Approaching Near Zero Energy In Historic Buildings

Deliverable No.: D.C.1.1

Deliverable Title: Communications Strategy

Version Number: V1

Due Date for Deliverable:

Actual Submission date: 01/09/22

Deliverable Coordinator: CCAE
(UCC)

Lead Author: Caitríona Courtney

Deliverable Type: R

R = Document, report

DEM = Demonstrator, pilot, prototype, plan designs

DEC = Websites, patent filing, press & media actions, videos, etc.

Dissemination Level: PU

PU = Public

CO = Confidential, only for members of the consortium, including the Commission Services

Disclaimer: This document reflects only the authors' views and not those of the European Community. The information in this document is provided "as is" and no guarantee or warranty is given that the information is fit for any particular purpose. The user thereof uses the information at its sole risk and neither the European Commission nor any member of the Energy Pathfinder consortium is liable for use that may be made of the information.



This project has received funding from the European Union's Northern Periphery and Arctic Programme (2016-2020) under Grant Offer Letter 304_1175_20194.





Communication Plan

The Communication Plan helps to form part of the overall Communications Strategy and should be implemented by the Partners over the lifetime of the Energy Pathfinder project. The main importance is around keeping people informed, responding to their concerns or questions and involving them in the operation or actions of the project.

Communication falls under two main categories:

Internal Communication: this is all communication that occurs within the project team – The Consortium

External Communication: this is all communication that occurs with interested third parties, stakeholders, end users and general public.

The Communication Plan will work with internal and external communications separately and will be continuously updated on a regular basis to reflect the experience gained gradually throughout the Energy Pathfinder project.

The consortium will evaluate the Communication Plan when necessary and during meetings when required to monitor and adapt with an aim of improving how effective the plan is throughout the lifespan of the project.

Internal Communications

Internal communications are important to maintain and is necessary to reach the objectives of the Energy Pathfinder project. For the Communication Plan to be effective, the communication between all partners must work well on all levels. The first level being day to day communication that is the most basic form of contact. The second level would be face to face meetings, teleconferences or similar events and venues to discuss more in depth content.

Internal communications include all communication within the project and is as important as external communication. It could be considered that all internal communications are a criterion for all external communications.

The main objective of the internal communication plan is to create a standard and a method for organising information to ensure an effective and transparent way of managing the project and ensure clear, concise and efficient communication between all the Consortium.

Communication – Internal Levels

Sender of the Communication	Message / Communication	Recipient
Project Coordinator PCO	Progress report	NPA Project
Work Package Leader WPL	Progress reports, evaluation	PCO
Task Leader	Internal communication within the daily implementation of the project Very high frequency and thorough communication	WPL

Project Coordinator (PCO)

The Project Coordinator PCO is provided by Cork Centre for Architectural Education, Cork who will be the single point of contact for the project in its interactions with the JS NPA /European Commission. The role of the coordinator is to focus on day to day project management with the main responsibilities including:

- Collection and circulation of the deliverables
- Organisation of meetings held at set periods and validation of activity reports
- Being in contact, interacting and negotiating with the Managing Authority - EU Commission
- Preparing and reimbursing of cost statements and payment transfers
- Assessing the project partners commitment to the project
- Supervising the efforts of dissemination and collaboration
- Set up of a communication environment within the project that includes all necessary elements for effective management
- Ensure the management of the project within the established requirements; activities around communication, management of resources both human and material involved in the project, planning and monitoring of activities, record keeping, reporting, administration and invoicing



Project Steering Board (PSB)

The Project Steering Board PSB is a high-level unit for administration of Energy Pathfinder. The board includes one representative of each participating partner. The roles, responsibilities, task and meetings are defined in the Partner Agreement.

Project Management Group (PMG)

The Project Management Group (PMG) is responsible for the successful organisation of the various seminars, outlining event agendas, the validation of event reports and recommendations. The PMG will also supervise the different work packages and their interactions. The PMG will be given access to all the information within the work packages and will rely extensively on electronic collaborative tools to give its members the opportunity to interact as often as necessary. Dedicated mailing lists and audio-conferences will be set up to allow regular collaboration among PSG members.

Administrative and Financial Officers (AFO)

The AFO includes one representative per partner. That person is responsible for the administrative and financial follow-up of the project. The AFO is in charge of setting-up and updating the EMS monitoring tool and assisting the project coordinator with the financial control of the consortium.

Work Package (WP's) Leaders

The Work Package leaders are responsible for the set of activities assigned to them in the work plan. They are accountable for and oversee corresponding reports and deliverables. The WP leaders are all members of the Project Steering Group and are also expected to collaborate and exchange views with the other WPs for an improved coordination across the project activities.

Each Work Package leader is responsible for the co-ordination of the activities carried out by their Work Package. They report to the project coordinator on a regular basis and to the full consortium when deemed necessary. If necessary, they can nominate task leaders. Each Work Package is composed of tasks for which dedicated task leaders are identified. The Work Package and Task Leaders have to carry out the tasks assigned to them before validation by the Project Coordinator.

Task Leaders

Task leaders are responsible for the supervision of the particular tasks outlined in the Work Packages. The task leaders report to their WP leader.

Process of Decision Making, Resolving Conflicts and Controlling Changes

The Project Management Group members and the WP Leaders must notify the PCO in the event of any ongoing circumstances that may significantly affect the performance of the Work Package they are involved with as this could affect the performance of the work needed to be executed.

PCO's can advise on solutions or suggestions for considerable improvements or modifications. (E.g. Changes in methodology, timetable and allocation of tasks, disputes between partners, potential delays etc.)

The PCO will be responsible for and will consult with the WP Leader and Work Package partners involved and dealing with the circumstances to try and resolve the issue by aiming to reach a compromise or solution based on consensus. If this mediation by the PCO is unsuccessful, then the PCU will try to respond to changes or settle conflicts with the parties involved. If a consensus cannot be reached and conflicts are unresolved then the PCU will decide through a system of vote.

Any further details, decision making or conflict resolution and the management of internal administration and financial issues will be incorporated into the Consortium Agreement.

Internal Communication Tools

Internal communication tools will be used to:

- ensure that all project partners have the same information (responsibilities, tasks to be completed, what, why and when activities must be completed.
- Identify and understand the main aims and benchmarks of the Energy Pathfinder project
- Feel included and valued as part of the Energy Pathfinder project

This inclusion of all partners in internal communication will be achieved by regular meetings including face to face (every six months) and monthly conference calls or teleconferences. There will also be continuous communication through e-mail and or telephone calls if required. A file sharing system set up through Google Drive will also be used to share, comment or edit documents through online collaboration.



Core Internal Communication Tools

Face To face meetings and teleconference calls	Six face to face consortium meetings over the lifespan of the Energy Pathfinder Project Monthly teleconference calls
Emails and/or telephone calls	Continuous communication by e-mail and telephone if needed
Google Drive	Continuous file sharing, commenting and editing of documents through online collaboration on the Energy Pathfinder Google Drive

Internal communication will include the following activities:

- Communication Guidelines
- Mailing list and contact database continuously updated as the Energy Pathfinder project proceeds
- Communication Work Package discussions and updates at consortium meetings and conference calls to help identify the most effective communication tools for the project
- Use of Google Drive and e-mail to disseminate project information, documentation, benchmarks and deliverables
- Use of Google Drive and e-mail to disseminate communication guidelines, news items, activities and outcomes, issues and views within the project
- Use of e-mail to update project members regularly on the progress, difficulties encountered and planning of immediate priorities

Internal Communication Action Plan for Energy Pathfinder

File Sharing Platform – Google Drive

A Google Drive has been established which provides a platform to ensure that all partners have access to files which are available to access and download.



- Most internal communications will take place within the Google Drive and will be supported by e-mail.
- All internal files and documents for the various work packages and the Energy Pathfinder project in general are accessible for all the partners
- The Google Drive is also the location where partners can find the most up to date information on the project team and the project work plan

Actions

Partners

Assist in the coordination of the Energy Pathfinder project by contributing information regarding the project's contacts list. If this information needs to be added to or edited, communication must be made through the project manager and communication team to enable an up to date database which can be accessed through the projects Google Drive

- Contact the project manager or communication team regarding any issues or problems when accessing the project Google Drive.
- Update the communication team if there are any additions or modifications (e.g. change in phone number or email etc.) needed for the contacts list.
- Read all information that is circulated by or through the Energy Pathfinder project.
- Participate in the various forums or discussions around different subject matter related to the project if partners feel that they can contribute to that subject area of the project
- Partners must be informed around communication guidelines and templates and apply them as appropriate within the work task, work package, drafting of documents, promotion etc

Project Leader

- Continuously update the project database and partners sections within the project Google Drive
- Post the most current and relevant consortium information including the NPA publications, associated NPA partner project events e.g. Adapt Northern Heritage, dates and times of upcoming events etc.

Work Package Leaders and Task Leaders

- Regularly update the documentation for each work package
- The Work Package Leader must regularly update the work plan



- Post or upload information around upcoming activities: consortium meetings, workshops, training activities, seminars/webinars as well as associated material (agendas, minutes etc)

All Partners:

- All project updates and sharing of files must be supported by an up to date e-mail address. Any changes around this must be reported to ensure inclusion in all internal communication

Project Templates

The Communications Team will upload project documents templates for partners in order to standardise all communication tools. These templates will be made available through the Energy Pathfinder Google Drive.

Actions

Communication Work Package Leader

- Provide project templates such as Microsoft Office or Photoshop based templates for publications and presentations. These templates will be modified, or updated as needed and uploaded to Google Drive
- Inform and disseminate document templates among all partners via e-mail and Google Drive

Project Leader

- Lead partner to review and approve all templates for the project before dissemination to partners and uploading to Google Drive

Work Package Leaders and Task Leaders

- Be informed around the Google Drive filing system and always use the project templates available
- In order to ensure clear and concise internal communication within Work Packages, WP Leaders must follow an established communication routine



Work Package Internal Communication

Actions

Project Leader

- Update all project partners around matters relating to NPA communication, financial reporting and all communication to management of the project as needed

Partners

- Regular updates to Work Package Leaders as well as the relevant contact person for each of the tasks in their work package

Work Package Leaders

- Use email and the Google Drive to communicate regularly regarding the progress of work with their team
- Inform the team regarding procedures, next steps, targets and deadlines around work packages and deliverables
- Consult Task Leaders when preparing progress reports when requested by the management team
- Plan and schedule meetings at key stages during the project lifetime to plan future activities and for reflection on past activities
- An updated schedule for project partner meetings will be available on the Google Drive

Task Leaders

- Include all project partners involved in all communications
- Utilise Google Drive to share internal documents for the project
- Utilise e-mail for internal discussion and queries
- Link with the Work Package Leader on a monthly basis (Partners Teleconference) to discuss progress of activities within WP's
- Inform partners regarding procedures, next steps, targets and deadlines around work packages and deliverables (e.g. monthly Partners Teleconference, Partner meetings etc.)



Project Reports

The internal Progress Reports will be generated every six months and will summarise the progress and status of work for that period. This will be done as part of the EMS reporting system

Actions

Project Leader

- The Project Leader must inform the consortium with updated information prior to internal reporting period start date. A reminder with necessary instructions and document templates should be circulated through e-mail and Google Drive (document templates)
- The Project Leader must coordinate the production of reports and upload the final consolidated version to the EMS reporting system

Work Package Leaders and Task Leaders

- The progress of the project will be reported at Work Package Leader level on the EMS reporting system

Project Progress Meetings

Project Progress meetings will be held at different times throughout the lifetime of the project

Every six months, face to face consortium meetings will be held and every month partners will attend a teleconference meeting to discuss progress of the project

Work Package Leaders should also schedule meetings at key stages in the project or as needed to plan for future activities and to reflect and learn from past activities

Actions

Project Leader

- Ensure that an up to date list of upcoming meetings is available on the Google Drive file sharing platform



- The Project Leader will draft the Minutes of each meeting which will then be circulated to all participating partners
- Distribution of the Minutes should then be circulated to the full consortium as soon as possible via e-mail and available to access through the Google Drive
- The Project Leader must then monitor actions decided during the meeting and ensure that the relevant partners have carried out actions in relation to decisions made at the partner meetings

Work Package Leaders

- The Work Package Leaders must ensure that all Powerpoint Presentations, Agendas, Minutes and agreed action plan are uploaded to the Google Drive
- Circulate the Minutes of meetings (when necessary) to the full consortium via Google Drive and e-mail
- The Work Package Leader must monitor actions decided during the meeting and ensure that the relevant partners have carried out actions in relation to decisions made at the partner meetings

All Partners

- In preparation all partners will contribute when defining the meeting objectives
- Each partner due to attend meetings should contribute to the preparation of meetings and any follow up actions by providing relevant information

External Communication

The key target groups for the Energy Pathfinder project are as follows:

➤ Local Public Authorities

Local authorities that own or are responsible for public historic buildings or regulation of private historic buildings

➤ Regional Public Authorities

Regional authorities that own or are responsible for public historic buildings or regulation of private historic buildings

➤ National Public Authorities



National public authorities that own or are responsible for public historic buildings or regulation of private historic buildings

➤ Sectoral Agencies

National agencies dealing with sustainable energy and historic buildings

Infrastructure and (public) Service Providers

Energy providers that wish to address the historic building market and work towards sustainable energy

➤ Interest Groups including NGOs

NGO's specialising in sustainable energy, environment and heritage.

➤ Higher Education and Research

Universities and research agencies that are concerned with sustainable energy and historic buildings.

➤ Education/training centres and schools

Schools and adult education centres undertaking education in sustainable energy

➤ Enterprises, excluding SME

Companies supplying equipment and materials for retrofitting or large social housing, or community enterprises

➤ SME's

SME's working as contractors and consultants in sustainable energy, or managing or using historic buildings

➤ International organisation under inter-national law

Specialist bodies working with Historic Buildings or social housing and sustainable energy

➤ General public

General public reached by communication activities and on-line activities.

➤ Others

Church bodies developing and managing historic buildings, Social housing organisations developing and managing historic buildings

These target groups include all parties to be included for external communication. This correct method of communication is key to fulfil the aims and objectives of the



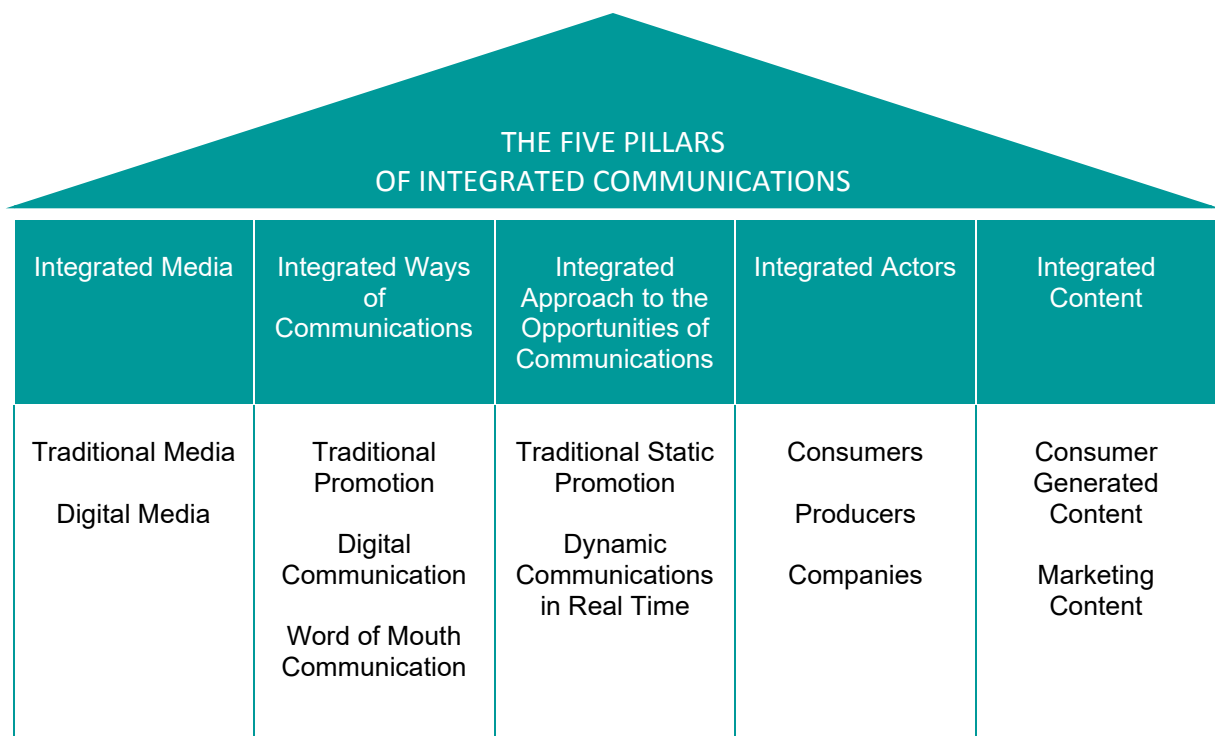
project. It is especially important that the management team receives the most information in relation to the project. It is also crucial to that activities around promotion of the Energy Pathfinder project are consistent and intensive. For external communication to work the most effectively, each message should be created according to specific rules and guidelines to ensure clear, concise and consistent communication all target groups of the Energy Pathfinder project.

Energy Pathfinder messages for external communication must be:

- Relevant
- Clear
- Concise
- Consistent
- Distinctive
- Simple
- Interesting
- Personal

External communication and message must be carefully disseminated by the Communications team. Messages must not be posted too often as to not barrage the target audience with information or too little, as awareness of the project is key to the project aims.

The Energy Pathfinder project strategy when engaging with information and communication activities will examine the five pillars of integrated communications.





When looking at the strategy based on these five pillars of integrated communication a detailed and informed approach can be applied by answering the following questions:

1. What kind of target audience, individual or group will receive the information for the Energy Pathfinder project?
2. What is the demand for communicating information with the target audience of the Energy Pathfinder project?
3. What tools will be used to deliver information?
4. Who is responsible for the preparation of information?