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2. Communication

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Summary:

Effective communication of the principles, goals and outputs of the Delivery Team's Safety Management System and Environmental Management System is essential to the success of managing safety and environmental risks. It is important to ensure that relevant responsibilities are understood and that actions should be carried out in a coordinated and efficient way.

2.1. Overview

2.1.0.1.

Effective communication of the principles, goals and outputs of the Delivery Team's Safety Management System and Environmental Management System is essential to the success of managing safety and environmental risks. It is important to ensure that relevant responsibilities are understood and that actions should be carried out in a coordinated and efficient way.

2.1.0.2.

Information relating to individual projects should be communicated within the Delivery Team and between Delivery Teams as well as other parts of MOD.

2.1.0.3.

External communication i.e. outside of the MOD may also be required. This can include documenting and responding to safety and environmental information requested by interested parties which may be covered by the [Freedom of Information Act or the Environmental Information Regulations](#). [1]

2.1.0.4.

External communication should also include liaising with public authorities on emergency planning and other relevant issues.

2.1.0.5.

A Delivery Team should also wish to proactively communicate on safety or environmental issues to a wider audience e.g. via a project or case file website

2.2. Procedure

2.2.0.1.

For the majority of projects a Communication Plan should be needed that identifies the need, timing, purpose and appropriate method(s) for communication with project stakeholders on safety and environmental issues. This plan should cover both safety and environmental communications or the Delivery Team can develop separate plans for these issues.

2.2.1. Establish arrangements for managing planned communication

2.2.1.1.

In order to manage planned communications the Delivery Team should need to identify:

1. Person or group(s) that will receive communications;
2. The subject matter or issues on which to communicate;
3. The frequency of the communications;
4. The media to be used; and
5. Person responsible for ensuring it happens.

2.2.1.2.

Form [SSP01a/F/01 - Communications Plan](#) [2] should be used to record this information. Section 10 of this procedure provides guidance on communications media and the type of information that a Delivery Team may need to communicate.

2.2.1.3.

The Delivery Team should also consider the benefit of proactively communicating safety and environmental project information externally to the Delivery Team and document its decision. If the Delivery Team decides this is appropriate then the relevant details should be added to [Form \[3\] SSP01a/F/01 - Communication Plan](#) [2]. [3]

2.2.1.4.

MOD policy encourages regular contact with regulatory authorities, local authorities, and where appropriate, pressure groups and Non-Governmental Organisations.

2.2.2. Establish arrangements for managing unplanned communications

2.2.2.1.

In addition to the communications that are planned throughout the project there may be a need for additional communications in response to requests for information, complaints or enquiries either from internal or external sources. The Delivery Team should ensure that such unplanned communications are properly managed.

2.2.2.2.

The arrangements for ensuring this is carried out should ensure that all external requests for information, including those received from the press or television, are replied to in accordance with existing MOD Freedom of Information and Environmental Information Regulations policies i.e. that Delivery Teams should not respond to requests for safety or environmental information without consulting and agreeing subsequent communications with the relevant Freedom of Information desk.

2.2.2.3.

For requests that require a less than straightforward response the Delivery Team should consult the Safety and Environmental Committee, QSEP or other advisors before responding in full.

2.2.2.4.

As some requests for information may be received by third parties working on behalf of the Delivery Team, the Delivery Team should ensure that such parties are aware of the MOD requirements for responses under Freedom of Information and Environmental Information Regulations.

2.2.3. Establish arrangements for recording inward and outward communications

2.2.3.1.

The Delivery Team should establish a log for recording:

1. External requests for safety or environmental information and any subsequent responses (to show compliance with the Freedom of Information Act or the Environmental Information Regulations);
2. Communications to and from public or regulatory authorities; and
3. Any other internal or external environmental and safety communications that the Delivery Team considers should be formally recorded.

2.2.3.2.

Form [SSP01a/F/02 - Communications Log](#) [4] should be used as a means of recording such communications.

2.2.3.3.

Copies of logged communications should be kept by the Delivery Team and their location recorded in the Communications Log.

2.2.4. Planned communications with Delivery Teams and other relevant stakeholders

2.2.4.1.

The Safety and Environmental Protection team should ensure that the latest versions of POSMS and POEMS (the manuals, procedures, tools and guidance) are available to all Delivery Teams and any other relevant stakeholders. There may also be a need for communications on related issues such as:

1. Any revisions or modification to POSMS and/or POEMS
2. POSMS and POEMS awareness material (e.g. Green and White Book);
3. Information on relevant training courses
4. Best practice guidance for implementing POSMS and POEMS;
5. Availability of support for implementing POSMS and POEMS.

2.2.4.2.

In order to manage this process the Safety and Environmental Protection team should identify:

1. Person(s) or group(s) that will receive communications;
2. The subject matter or issues on which to communicate;
3. The frequency of the communications;
4. The media to be used; and
5. Person responsible for ensuring it happens.

2.2.4.3.

Form [SSP01a/F/01 – Communications Plan](#) [2] should be used to record this information.

2.3. Responsibilities

2.3.1. Accountability

2.3.1.1.

The Delivery Team Leader is responsible for ensuring adequate resources are dedicated to the management of safety and environmental protection within their area of responsibility, and for facilitating appropriate arrangements to discharge responsibilities relating to this procedure in an efficient and effective manner.

2.3.2. Procedure Management

2.3.2.1.

Responsibility for ensuring those arrangements are implemented, and achieve outputs which fully satisfy legislative and departmental requirements for safety and environmental protection (including compliance with this procedure), shall be formally delegated in writing to a named, competent individual within the team.

2.3.3. Procedure Completion

2.4. When

2.4.0.1.

For new projects this procedure should be undertaken as early as possible in the Concept Stage, prior to Outline Business Case approval, and outputs maintained throughout the project.

The applicability of this procedure is on-going from the introduction of the POSMS and POEMS.

2.5. Required Inputs

2.5.0.1.

1. [EMP02/F/01 – Register of Stakeholder Requirements and Information](#) [5];
2. Requests for information whether from internal or external sources;
3. Any existing communications arrangements within the Delivery Team;
4. Any existing communications arrangements within the Safety and Environmental Protection team.

2.6. Required Outputs

2.6.0.1.

Documented arrangements for:

2.6.0.2.

The managing of any planned internal or external communications on the Delivery Team's Safety Management System or Environmental Management System (Form [SSP01a/F/01 – Communications Plan](#) [2]).
[3] Communications included in this plan should include:

1. How to respond to internal and external queries on project related safety and environmental issues;
2. Recording inward and outward communications [6] (Form [SSP01a/F/02 – Communications Log](#) [4]);
3. Recording the Delivery Team's decision on whether or not to report publicly on safety and environmental project information.

2.6.1. Records and Project Documentation

2.6.1.1.

A copy of the information produced by following this procedure should be stored in the Project Safety & Environmental Case.

2.6.1.2.

The Safety and Environmental Protection team should ensure that any records and documents produced from following this procedure are stored and maintained.

2.7. Further Guidance

2.7.1. General

2.7.1.1.

General advice on project communication can be found in the [ISO14001 and ISO14004 Standard, OHSAS 18001 and various sections of JSP418. ISO14063 Environmental Management – Environmental Communication – Guidelines and Examples](#) [1] is also a useful reference.

2.7.1.2.

If an existing project management system or procedures (e.g. ISO 9001) cover communication activities, the Delivery Team should decide to follow these instead of this procedure so long as QSEP is satisfied that they meet the same objectives.

2.7.1.3.

Communications media that a Delivery Team may use to communicate on safety and environmental issues include:

1. Notice boards;
2. Direct contact;
3. Meetings;
4. Telephone;
5. Emails;
6. Memos;
7. Intranet or internet;
8. Delivery Team newsletter.

2.7.1.4.

The type and extent of communications required should vary between projects and Delivery Teams and should include some or all of the following:

1. MOD's Safety and Environmental Policies;
2. Project Environmental and Safety Policies (where these exist);
3. Project-related safety hazards and risks and environmental aspects and impacts;
4. Project related environmental and safety legal and non-legal standards;
5. Planned/current improvements or mitigation measures;
6. Information on project and equipment system environmental and safety performance;
7. Results of audits; and
8. Changes in safety and environmental management system documentation or requirements.

2.7.1.5.

The need to communicate with public and civil authorities on emergency planning and other relevant issues should also be considered. For example, if the equipment is to be based at a specific location and is likely to produce noise emissions that could affect nearby residences, the relevant authorities should be informed. Similarly, there may be a need to produce and communicate an emergency response plan if the equipment may give rise to significant safety or environmental aspects at a specific location.

2.7.1.6.

Additional advice and guidance on the [MOD's response to the Freedom of Information Act](#) [1] is also available.

2.7.2. Warnings and Potential Project Risks

2.7.2.1.

Communication is an essential part of any Safety or Environmental Management System. If lines of communication are not agreed and documented from the commencement of the project there may be delays and misunderstandings later in the project.

2.7.2.2.

Logging and tracking of communications and related responses are necessary to and should ensure that appropriate information is released or provided to relevant parties in a timely manner, and that significant communications are appropriately authorised.

2.8. Version Control

2.8.1. Version 2.3 to 3.0 uplift

2.8.1.1.

Major uplift from the Acquisition System Guidance (ASG) to online version.

2.8.2. Version 3.0 to 3.1 uplift

2.8.2.1.

Version uplift to address renumbering of GMP 6 to 2.

2.8.3. Version 3.1 to 3.2 Uplift

2.8.3.1.

Minor text changes to align with ASP taxonomy.

2.8.4. Version 3.2 to 3.3 Uplift

2.8.4.1.

Text change replacing Project Team with Delivery Team.

2.8.5. Version 3.3 to 3.4 Uplift

2.8.5.1.

Minor amendment to replace reference to Initial Gate and Main Gate and change these to Strategic Outline case, Outline Business Case and Full Business Case. This change brings terminology in line with JSP 655.

Source URL: <https://www.asems.mod.uk/guidance/gmp/gmp06>

Links

[1] <https://www.asems.mod.uk/ExtReferences>

[2] <https://www.asems.mod.uk/sites/default/files/documents/SMP/SSP01a-F-01%20%E2%80%93%20Communications%20Plan%20V3-0.docx>

[3] <https://www.asems.mod.uk/sites/default/files/documents/SEP%20Leaflets/ssp01a-f-01%20%20-%20Communications%20Plan%20PT.pdf>

[4] <https://www.asems.mod.uk/sites/default/files/documents/SMP/ssp01a-f-02%20%20-%20Communication%20Log%20PT%20V3-0.docx>

[5] https://www.asems.mod.uk/sites/default/files/documents/EMP/EMP02_F_01%20%20Register%20of%20Stakeholder%20Requirements%20and%20Information.xlsx

[6] <https://www.asems.mod.uk/sites/default/files/documents/SEP%20Leaflets/ssp01a-f-02%20%20%20%20Communication%20Log%20PT.pdf>