PLEIADES

Smarter Plant Decommissioning

Innovation Action

H2020-NFRP-2019-2020

D6.1 – Communication & dissemination strategy plan

WP6 - Task 6.1

Date [M6]

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Abbreviations and acronyms

Acronym	Description
WP	Work Package
C&D	Communication and Dissemination
KPIs	Key Performance Indicators
D&D	Decommissioning and Dismantling
BIM	Building Information Modelling
NPP	Nuclear Power Plant
TSO	Technical Safety Organisations
SG	Stakeholders Group
ExCom	Executive Committee

Executive Summary

The main purpose of deliverable D6.1 Communication & Dissemination (C&D) Strategy Plan is to describe the communication and dissemination strategy of the PLEIADES project. The C&D plan will describe targeted actions to give more visibility to the project itself. This document includes a section on the context of the project and identifies the communication objectives, the target groups, key messages, and expected Key Performance Indicators (KPIs). It also builds upon D6.2 Communication Toolkit which has already defined the tools used to convey these messages.

Keywords

Nuclear, decommissioning, platform, digital tools, communication, dissemination, strategy, publications, events, scientific publications.

1. Introduction

The Communication and Dissemination Strategy Plan outlines the actions and strategies for communication, dissemination, and engagement of stakeholders throughout the project, helping the sustainability of the PLEIADES platform even after the project ends.

The scope of this strategy includes all actions taken in the project, in terms of knowledge dissemination and public communication on the project and its results. It will include descriptions of the communication objectives and results (number of likes, views, etc.), target audiences, overall strategy to follow, key messages, channels and tools to be used. This will be a living document and will be updated accordingly. These communication actions will be continuously monitored and updated.

1.1.   PLEIADES Objectives and Context

When a nuclear facility has reached the end of its lifetime, or policy no longer supports nuclear power, the facility must be shut down as safely as possible. This is done through a process called decommissioning and dismantling (D&D), which covers the planning of nuclear site closure, implementation of the facility shutdown and protection of both the workers and surrounding environment. D&D can be challenging due to the radioactive waste and many moving parts of the facility.

To help tackle these challenges, the PLEIADES project will connect cutting-edge digital tools on one platform to ensure the safety and well-being of the people involved and the environment around the old facility. Coordinated by CEA, this three-year Horizon 2020 project gathers 14 partners with expertise in plant decommissioning, software development and nuclear reactors. At the end of the project, the resulting PLEIADES platform will be the first unique platform to gather a set of mature, digital technologies to be implemented on dismantling sites.

The key aspect of the platform will be to use a Building Information Modelling (BIM)-based approach for logistic planning, safety measures and pilot decommissioning applications, which will simplify overall D&D planning. Using this approach involves intelligent 3D modelling for better decision-making and communication. The tools on this platform will use cutting-edge technology including 3D, Virtual Reality (VR), and Augmented Reality (AR). Combining these innovative tools and implementing enhanced BIM solutions will enable people using the PLEIADES platform to design, visualise, simulate, and collaborate efficiently throughout the lifecycle of different projects.

1.2.   Communication & Dissemination Objectives

The main objective of WP6 is to maximise the impact of the project by carrying out specific dissemination and communication activities. The four key communication and dissemination (C&D) objectives for PLEIADES are to:

- Communicate about the technological progress of BIM approach simulations in D&D scenario demonstration, and ensure scientific dissemination of PLEIADES results;
- Promote the PLEIADES concept, highlighting its role for Europe's development of D&D optimised strategies, and build visibility for the US partners in particular;

● Inform engaged stakeholders of project outcomes in terms of standardisation and interoperability;

● Reach a general audience to promote a safe D&D sector.

1.3.   Partner Contributions

All partners are involved in C&D activities, though some organisations will take on a more involved role in dissemination, contributing their expertise and engaging their networks. Actions are detailed in the table below.

Partner	Contribution
LGI	Task 6.1: Awareness Building Definition of the communication strategy and execution of the major communication actions with support of concerned partners. Task 6.2: Dissemination Contribution to the dissemination strategy and its execution.
CEA	Task 6.1: Awareness Building Contribution and review of communication materials. Task 6.2: Dissemination Definition of the dissemination strategy and representation of the project at selected events.
IFE & Cyclife DS	Task 6.1: Awareness Building Contribution to the preparation of communication and demonstration material. Task 6.2: Dissemination Take advantage of IFE's network when raising awareness of and disseminating the project's results to the community of experts.
IUS	Task 6.1: Awareness Building Contribution to the preparation of communication and training material.
KIT	Task 6.2: Dissemination Presentation of papers and presentations at conferences and workshops and dissemination through academic events.
WAI, Cyclife DS, LS TRACTEBEL	Task 6.2: Dissemination Presentation of papers and presentations at conferences and workshops and dissemination through academic events.
All partners	Task 6.1: Awareness Building Use of communication materials and supporting communication activities. Task 6.2: Dissemination Promotion of PLEIADES to their expert networks and at events.

Table 1. Partner contributions to PLEIADES C&D

2. Communication and Dissemination Strategy

2.1. Target Audiences

The main target groups of the PLEIADES C&D strategy are the stakeholders of the project, as well as the general public. In the next version of the communication plan, these groups will be further defined into more specific sets of audiences.

User-side industries	User-side industries will benefit the most from the PLEIADES platform and will also be solicited to contribute to the design and testing of the platform, therefore communication towards these industries is a priority. Particular focus will be given to French stakeholders through the network of the 2 French SMEs: ● Nuclear Valley; ● SFEN – Société Française d'Energie Nucléaire (Nuclear promotion society in France); ● Cyclium (south Mediterranean nuclear field). German, Spanish, Norwegian, Finnish and Belgian partners will promote the project results through their national networks (e.g. through the national branches of the ENS – European Nuclear Society, OECD Halden Reactor Project, and STUK - Finnish Nuclear Regulatory Authority).
Nuclear community	Communication towards the nuclear R&D community will take place through conferences, journals, the website, and LinkedIn. These actions will also be complemented by increasing the visibility of PLEIADES solutions in European and international institutions/fora. Initiatives and organisations such as national R&D platforms, etc., will be engaged with, including: ● SNETP Association - Sustainable Nuclear Energy Technology platform ● TA5 - Technical area 5 projects; ● IDN - International Decommissioning Network; ● The OECD - Organisation for Economic Co-operation and Development; ● The OECD WPDD - Working Party on Decommissioning and Dismantling. ● IAEA – International Atomic Energy Agency
European and national policymakers	Policymakers involved in energy, industry and innovation policy, will be engaged with using the key messages on the potential benefits of nuclear D&D: ● safety, sustainable growth of European industry; ● economic and employment opportunities; ● minimising the environmental impact of energy and related industrial processes.

	Policymakers can then use the information and data generated by PLEIADES to support their decision making, both concerning nuclear facilities and in other sectors.
Nuclear regulators	Nuclear regulators will be able to use the PLEIADES platform and research outputs in their efforts to help ensure safe D&D of nuclear facilities. Interactions with Technical Safety Organisations (TSOs) will be assured through direct participation by IRSN, and the partners will aim at a direct link with national nuclear regulatory authorities through bilateral national actions (via ETSON – European Technical Safety Organisations Network)
Non-nuclear industry stakeholders	Industries involved in BIM, decommissioning and large-scale project management will be engaged via the PLEIADES platform, which will be applicable to many sectors outside of nuclear facilities.
Students	Training schemes related to the PLEIADES project will be widely promoted (particularly via the ELINDER project, ENEN – European Nuclear Education Network, and ENSTTI - European Nuclear Safety Training and Tutoring Institute), where participants will be trained in D&D and have the opportunity to test out the platform.
General public and the Media	Special efforts will be made to ensure that the messages and PLEIADES communication materials are as accessible as possible for non-expert audiences and attractive for journalists and other actors in the media.

Table 2. Target audiences for PLEIADES C&D

Stakeholders group

Industry members with an interest in nuclear D&D will be invited to join the Stakeholders Group (SG) in order to express their end-user views and requirements. The SG will access some of the results generated in PLEIADES and will comprise of actors from the audiences mentioned in Table 2. The information provided to the SG will be based on the results, depending on their confidentiality and with a level of detail decided by the coordinator and the Executive Committee (ExCom). Presentations will be made in conferences also of the user industry non-nuclear sectors (chemistry, refining, hydrogen, ship industry, etc.).

2.2. Messages

An initial set of key messages for PLEIADES has been developed to educate and inform the target audiences about the project and its benefits.

User-side industries	- PLEIADES will streamline the D&D process, allowing the user to access all the digital tools needed in one place; - Using BIM, PLEIADES will simulate several key targets to optimise operations, waste, radiation exposure, costs and duration. This will reduce cost and waste for the user; - PLEIADES will aim to reduce manual procedures (drawing, plant walkthroughs, etc.) as much as possible, making the D&D process much more efficient; - As D&D can be complicated, PLEIADES will produce a map-like model of the procedures, which will boost the user's knowledge of the entire process.
Nuclear community	- As many nuclear power plants have been shut down and not yet decommissioned[1], the technology used in PLEIADES will help the nuclear community tackle this growing problem; - The PLEIADES platform and methods will be tested in three use-cases around Europe, each presenting their different challenges and generating a wide scope of data; - International cooperation including European and global partnerships (such as those in the project) will strengthen ties between the nuclear community; - A more standardised D&D process can encourage collaboration and exchange between different nuclear facilities.
European and national policymakers & nuclear regulators	- PLEIADES will contribute to the long-term improvement of nuclear D&D in Europe and around the world; - Working together using technologies like the PLEIADES platform over larger distances online can reduce travel costs and carbon footprint generated by D&D; - PLEIADES will participate in reducing the problem of radioactive waste when decommissioning a nuclear facility, preserving the well-being of the surrounding environment and workers; - PLEIADES will continue to improve the public perception and acceptance of nuclear industry and activities; - Results generated by PLEIADES may open new opportunities for different sets of stakeholders.
Non-nuclear industry stakeholders	By using project management techniques, software and tools that can be appliable to different types of projects, PLEIADES can help open new markets and business opportunities involving more stakeholders from different industries.
Students	PLEIADES will participate in training the future generation of researchers through training programmes linked to other, related initiatives. Undertaking training in new technologies related to D&D can help students get skills that can help in their career search.

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[1] https://ec.europa.eu/energy/sites/ener/files/documents/pinc_staff_working_document_.pdf#page=30

General public and the Media	• PLEIADES will help make the nuclear sector safer by helping streamline and optimise large and complex D&D projects;
	• PLEIADES will participate in reducing the problem of radioactive waste when decommissioning a nuclear facility, preserving the well-being of the surrounding environment and workers;
	• The technology and methods used in PLEIADES are also useful for areas outside of the nuclear sector including chemical plants, oil rigs, etc.

Table 3. Main messages for PLEIADES audiences

2.3. Strategy

In order to reach out to the audiences listed above, the following activities will be implemented:

• promoting and raising awareness of PLEIADES through events, social media and the project website;

• disseminating the results of PLEIADES to the technical and policy communities;

• transferring knowledge, towards a new generation of engineers and researchers in targeted countries and internationally;

• supporting international collaborations with counterparts in the US, Norway, etc.;

• engaging in a two-way dialogue with targeted stakeholders and end-users (D&D and R&D community, standardisation, working groups, etc.).

All project partners will contribute to the wide scientific dissemination actions (see Table 1. for details) and will be consulted on the content of communication materials. The materials used in the project are listed below:

Communication Material	Description
Visual identity	A visual identity will ensure that the project is easily identifiable and attractive to audiences. This includes a project logo, font and colour scheme, and templates (Word and PowerPoint) to be used across project materials and activities.
Poster and roll-up	Branded materials will support communication activities, including a poster and roll-up describing the main aspects of the project. These items may be updated during the project according to partners' needs.
Public website	Interactive, dynamic permanent online hub for wide-scale dissemination of project objectives and public results. Bi-directional links are included with websites of other related projects and initiatives for a multiplier effect, such as to the SHARE and ELINDER projects.
Electronic newsletter	Yearly newsletters will inform interested stakeholders about the latest achievements of the project, outputs and relevant events, publications, conferences or trainings.
LinkedIn	A LinkedIn profile was created in M1 in order to share project results and news, results, events and other items of interest from the project.

Table 4. Communication Materials

3. Communication Actions

3.1.   Project Branding

To ensure cohesive C&D across project materials, a visual identity was developed at the beginning of the project that will represent the PLEIADES brand both during the project's lifetime and after. This visual identity is further described in D6.2 Communication Toolkit. Guidelines for using the elements of the visual identity (fonts, colours, description of the project, etc.) and acknowledgment of EU funding are also described in that document. It was also used as the design base for the poster and roll-up, virtual versions of which are available in the project shared intranet.

Figure 1. The PLEIADES logo

3.2.   Online Communication

3.2.1.Website

The PLEIADES public website was launched in M3 (December 2020). The site was a joint collaboration between the WP6 leader, the coordinator and included inputs from all partners (specifically from the partners involved in the Use Cases and who are providing Digital Tools). It was promoted on the PLEIADES social media platforms and the partners were encouraged to share it with their networks.

The website will be the main point of information for the project for all audiences. Therefore the website was designed, formatted and written with the aim of reaching all stakeholders. The text adapted from the Grant Agreement describes the project, its goals and objectives; some updated information explaining D&D was added, with the aim of educating a wider audience.

The website will be updated regularly with project news and events and will be used to disseminate activities, such as the survey created by WP1 in January 2021:

Figure 2. Article promoting the PLEIADES survey

The design is based on the visual identity created in M1 and described in D6.2 Communication Toolkit. This gives the project a cohesive brand and is based on the theme of digital connectivity.

Figure 3. The PLEIADES homepage banner

3.2.2. LinkedIn

The PLEIADES LinkedIn account aims to build a community online and share news from PLEIADES partners, events and other related initiatives. It will be managed daily and will use social media best practices, such as posting at the optimal time, using relevant hashtags, tagging the organisations involved and encouraging partners to share it on their own feeds.

LinkedIn is particularly useful when interacting with events, either by sharing an upcoming conference/workshop or by highlighting partner participation. Attention will also be paid to special international events, such as seasonal holidays, to ensure that PLEIADES is engaging with the community.

Figure 4. LinkedIn posts highlighting two events relevant to PLEIADES

The **main objectives** set for LinkedIn are to:

● engage target audiences and interact with stakeholders that follow the project's progress;

● raise awareness of the current state of nuclear facilities, especially in Europe, and the challenges surrounding their decommissioning;

● generate interest in the PLEIADES platform, which will be further developed after the end of the project and will be applicable to stakeholders even outside the nuclear sector.

Date	Followers	Posts
23/03/2021	56	17

Table 5. LinkedIn statistics

3.2.3. Newsletter

The project newsletter will be used as a way to summarise different areas and achievements of the project to interested stakeholders. These yearly newsletters are an effective way to keep stakeholders informed of the project's progress.

To create and develop interest for this newsletter, partners are encouraged to share all relevant information related to the project. The newsletter will contain different sections such as:

● A word from the coordinator;

● News and events section;

- Workpackage updates and descriptions of deliverables;
- Notable results;
- Details on any upcoming trainings or workshops.

4. Scientific Dissemination

4.1.   Publications

The objective is to spread the publishable results and knowledge gained by the partners, throughout the life of the project, when appropriate.

Audience	Scientific community
Communication channel	Scientific journals and magazines
Information	Project results
Content/message	Scientific results published in peer-reviewed journals
Activities	Submitting to scientific journals and other specialist publications, when appropriate
Impacts	Regular publishing validates work accomplished and increases visibility

Table 6. Scientific Publications

4.2.   Conferences & Events

All PLEIADES partners will disseminate the outcomes of the project at conferences and events. Brokerage meetings in the nuclear domain will be proactively attended, if the COVID-19 situation allows.

The PLEIADES partners will be encouraged to attend external events in order to promote the project, disseminate the project results and form connections with partners in similar fields. So far, and in the current context of COVID-19 pandemic, a few relevant events have been identified:

Conference	Description	Date/Location
DigiDecom	Online event focusing on innovation within nuclear decommissioning	23-25 March 2021 Online

DEM 2021	International Conference on Decommissioning Challenges: Industrial Reality, Lessons Learned and Prospects.	13-15 September 2021 Avignon, France
ICOND 2021	ICOND will enable participants to proficiently discuss the challenges of the decommissioning of nuclear plants in a practical way, and to define optimal planning variants for decommissioning implementation.	19-21 October 2021 Aachen - Germany
ICARST 2022	Second International Conference on Applications of Radiation Science and Technology	22-26 August 2022 Vienna, Austria
WM 2022	11th International Conference on Waste Management and the Environment	6- 10 March 2022
Nuclear Decommissioning & Waste Management Summit	The conference will focus on the key issues faced by the companies committed to decommissioning while also providing opportunities to establish working relationships	23-24 February 2022 London, UK

Table 7. Events of interest for the PLEIADES project

Nota bene: Regarding the current health context, there is little visibility on the conferences to come in 2022 and 2023. The table above will be updated according to the evolution of the conferences

The PLEIADES project has already been presented at the SNETP forum (February 2021) and the SHARE workshop (December 2020). In these two conferences, the objectives and challenges of the PLEIADES project were presented, since the work had just begun in October 2020 and no results were yet available. These presentations aroused the interest of some participants who asked to follow the project by participating in the stakeholder group of the project.

5. Timeline of C&D actions

M1-M4 (October 2020)	PLEIADES branding	Production of a visual identity and materials to support communication activities including project branding, i.e., graphic identity & logo, presentation template.
M3 (December 2020)	Communication Toolkit (D6.2)	Creation of the deliverable 6.2 which describes and presents the PLEIADES communication toolkit including the visual identity mentioned above and a project poster and roll-up that can be used when required by the partners.
M3 (December 2020)	PLEIADES public website	Interactive, dynamic and permanent online hub for wide-scale dissemination of project objectives and public results. This site also includes links with websites of other related projects and initiatives (multiplier effect).
M4 (January 2021)	Social media strategy	Identification of LinkedIn groups to join, other initiatives to follow and editorial strategy
M6 (March 2021)	Communication & Dissemination Strategy Plan (D6.1)	Creation and elaboration of the C&D strategy for the PLEIADES project.
Continuous	Event Mapping	Identification of interesting events for PLEIADES partners to attend

Table 8. Timeline of C&D actions

6. Key Performance Indicators

Work Package 6 aims at delivering information and communicating the results of the project, its activities and its achievements to targeted audience groups. The selected KPIs will allow the partners involved in WP6 to adapt the content and overall communication and dissemination strategy, to best respond to the analysis of the results from C&D activities.

Channels	KPIs
Website	● Number of page views ● Average time on page ● % of new sessions

LinkedIn	● Number of profile views
	● Number of subscribers
	● Number of PLEIADES articles/posts shared
Newsletters	● Number of subscribers
Media	● Number of mentions in the media
	● Number of articles published about PLEIADES
PLEIADES events	● Number of attendees
Events	● Number of conferences where PLEIADES was presented
Workshops	● Number of attendees
Publications	● Number of papers published

Table 9. KPIs for C&D activities

7. Conclusions

The PLEIADES C&D Strategy Plan will be regularly updated. Its content and structure may evolve, if necessary. The main objective is to maximise the impact of the project and boost awareness of the results and milestones to be accomplished during the project. The communication materials described (poster, roll-up, website...) will also be updated and disseminated when needs be and depending on the situation surrounding COVID-19.