THE ROTHESAY PAVILION CHORD PROJECT COMMUNICATION PLAN

1. Purpose

The purpose of this document is to identify those parties interested in the Rothesay Pavilion CHORD project – *to develop a new and comprehensive vision for the Pavilion that will see it regenerated through a sustainable package of mixed uses for the benefit of the residents of Rothesay, Bute and the wider community.* The Plan details the means and frequency of communication with them about the projects, their progress and outputs.

This Plan should be read in conjunction with the CHORD Communication Plan which sets out the communication process at the CHORD Programme level, including outlining the general communication activities to be undertaken at the Project level.

The activities set out in this plan are integral to the successful delivery of the Rothesay Pavilion CHORD project and will require to be kept up to date as situations alter. This is the responsibility of the Pavilion Project Manager.

2. Key Stakeholder Groups

Stakeholders will be both internal and external to the Council and although they can be categorised in many different ways, there are five key groups to consider:

- the beneficiaries of the project – residents, local retailers, businesses and visitors
- those implementing the project – the Rothesay Pavilion CHORD Project Team
- those assisting with funding the project, e.g. HLF, Historic Scotland, ERDF, charitable trusts and foundations
- those making decisions about the project – the Rothesay CHORD Project Board, the CHORD Programme Board, the Council's Executive etc.
- those who will have a direct interest in the design and delivery of the project – Historic Scotland, Rothesay THI, VisitScotland, other complementary venues, potential end users of the Pavilion, national and local amenity socieities
- Local organisations: Local Area Community Planning Group, local community groups and existing Pavilion users, local businesses, Bute Conservation Trust, Discover Bute Landscape Partnership, Bute Community Land Company

3. Key messages

Key messages should be promoted to the various stakeholders irrespective of the method of communication used.

Stakeholder group	*Key Message*
• the beneficiaries of the project	• Argyll and Bute: Leading Rural Area • Achieve the high quality conservation repair of a Category 'A' listed building through a package of sustainable mixed uses • Create an attractive, exciting venue for the town that that will attract new visitors and help stimulate economic growth • Principal Benefits and Outcomes of the project: – enhance people's perception of the Pavilion and of the town as a good place to live, work and visit – the town will attract more visitors; more retail spend and more investment – new job opportunities – traditional heritage skills training opportunities – improve access – physical and intellectual – to a key heritage asset – provide a range of learning opportunities for all age groups • How to engage with the project.
• those implementing the project	• Project progress - the need to stay on time and on budget • Benefits and Outcomes of the projects – see benefits listed above • Partnership working – the importance of team working; acting on concerns and issues raised by Project Team
• those assisting with funding the project	• Argyll and Bute: Leading Rural Area. • Achieve the high quality conservation repair of a Category 'A' listed building • Demonstrate project meets funders' objectives • Demonstrate project is viable, sustainable

	and deliverable • Demonstrating project is on time and on budget • Creating an attractive, exciting and sustainable venue that will help stimulate economic growth • Partnership working – listening and acting on their concerns and issues • Benefits and Outcomes of the projects – see benefits listed above
• those making decisions about the projects	• Project's progress • Benefits and Outcomes of the projects – see benefits listed above • Wider contribution towards achieving the regeneration of Rothesay • The added value of a restored and 'fit for purpose' Pavilion
• those with a direct interest in the design and delivery of the project	• Partnership working • Ensuring project is on time and on budget • Benefits and Outcomes of the projects – see benefits listed above. • Project's progress • Demonstration that proposed project is appropriate, sympathetic to historic fabric, viable, sustainable and for the benefit of all.
• Local organisations	• Benefits and Outcomes of the projects – see benefits listed above • Project's progress • Partnership working • The added value of a restored and 'fit for purpose' Pavilion

4. Action Plan

The following action plan details the means and frequency of communication with key stakeholders about the project's progress and its outputs.

4.1 Project Board meetings

Purpose	• To discuss and monitor Project's progress against the Project Plan, Risk Register and Resource Schedule; • To produce recommendations on actions to progress

	projects; • To identify any issue(s) which require to be raised with the Programme Office/Programme Board
Attendees	• Project Sponsor • Project Board Members • Project Manager • Plus additional personnel as necessary (e.g. design team)
Location	• Eaglesham House, Rothesay or as agreed by attendees
Information required	• Highlight / Progress report – including details of progress made versus plan, changed risks and budgetary matters. • Minutes from previous meeting • Presentation Pack (as required)
Information provider	Project Manager
Frequency of communication	Projects are being managed in a PRINCE2 framework therefore reporting is by exception. The Project Manager will report to the Rothesay Project Board on at least a quarterly basis. Reporting to the Project Board outwith this basis will be triggered when it is necessary to produce a Highlight / Progress report i.e. Project Plan = +/- 15 working days and/or Project Budget - resources allocation to progress to FBC = +/- 10% or £10,000 whichever is greater. The Chair of the Project Board can call a meeting of the Project Board outwith this frequency, if necessary. Likewise, the Project Manager will call a meeting of the Project Board if a Highlight / Progress report is required to be presented.
Method of communication	Written report, verbal discussion, written minutes.

These meetings are governed by the Council's Standing Orders and are organised by the Area Corporate Services Manager – Agendas and minutes can be viewed via the Council's website – www.argyll-bute.gov.uk/content/planning/regenerationprojects/chordprogramme and the Meetings, Agendas, Minutes section. Meetings will normally be open to the public, who may be excluded in the circumstances that would enable the Council to exclude the public from a meeting of the Council.

Action following meeting / decisions taken	**Responsibility**
Minutes identifying actions and decisions	Area Corporate Services Manager/Project Manager
Follow up on recommended actions	Project Manager
Prepare press release if necessary	Project Board Chair / Project Manager / Comms Team
Local radio update if necessary	Project Board Chair / Project Manager
Update CHORD website if necessary	Project Manager / Comms Team

Prepare report to Programme Management Board if necessary	Project Manager

4.2 Project Team meetings

Purpose	• To discuss and monitor project's progress against project plan; • To review any design issue or concerns; • Ongoing consultation with key stakeholders • To review any technical issues or concerns; • To review costs against budget • To review any change control requests • To develop reports to assist decision making; • To review any implementation issues or concerns
Attendees	• Project Manager • Project Team Members (Prince's Regeneration Trust, Design Team, Historic Scotland) • Plus additional personnel as necessary e.g. Officers from Argyll & Bute Council • Other stakeholders as appropriate
Location	• To be agreed by attendees
Information required	• Agenda and minutes from previous meeting • Project Plan, risk register, resource allocation schedule. • Other project material such as drawings, reports, etc.
Information provider	Project Manager
Frequency of communication	Team meetings will take place as required
Method of communication	Discussion to review the "information required", written minutes.
The Project Manager will be responsible for organising Project Team meetings and recording an action point minute which should be distributed to the team and others as necessary as soon as possible after the meeting.	
Action following meeting / decisions taken	**Responsibility**
Minutes identifying actions and decisions	Project Manager
Follow up on recommended actions	Project Manager and members of the Project Team
Email update to Programme Manager	Project Manager
Prepare report to Project Board if necessary	Project Manager

4.3 Project Board engagement with the Local Area Community Planning Group

Purpose	• To update the Community Planning Group on the progress of CHORD projects • To follow up any requests raised by the Community Planning Group.
Attendees	• Members of the Local Area Community Planning Group
Location	• Eaglesham House, Rothesay or as agreed by attendees
Information required	• Benefits and Outcomes of the projects • Project delivery method • Project information – including progress • Partnership working • Engagement process and outputs
Information provider	Project Board Chair/Project Manager
Frequency of communication	Quarterly or Bi-annually to full CPP meeting. To be agreed with Project Board Chair and CPG Chair.
Method of communication	Verbal/written update at Local Area CPG committee. The Project Chair will engage with the Chair of the Local Area CPG to determine the preferred method of keeping members up to date with their projects.

Action following meeting / decisions taken	**Responsibility**
Ensure any follow up requested from CPG members	Project Board Chair/Project Manager
Email update of meeting to Programme Manager	Project Manager

4.4 Community engagement

The success of the Rothesay Pavilion regeneration project will be greatly enhanced by having the support of the wider Bute community. To achieve this, the Project Team will consult with local community organisations and existing Pavilion user groups as the project develops. This will involve listening, consulting and the sharing of information.

Communication will be open and clear, free from jargon and accessible to all. Involvement helps build trust and understanding which in turn should help the smooth progression of the project through the preparation of the Full Business Case and latterly at design detailed design development and implementation. Importantly, good quality engagement will ensure that project design meets the needs of the community at large.

There will be a particular need to communicate clearly and sensitively with the existing Pavilion user groups. There is understandable anxiety about the future of the building, the continuing availability of space for hire, the potential for charges to significantly increase and the possibility of activities requiring to be relocated to other facilities in the town.

Local residents, current user groups, businesses and potential new audiences have much to contribute. The table below outlines the general approach and mechanisms that the Rothesay Pavilion CHORD Project Team/Project Board will adopt to engage with the Community. The Project Manager will prepare a detailed Community Engagement Plan as the project develops; this will include the development of a range of potential learning, access and training activities to be undertaken following completion of the FBC and once the project is fully funded and underway.

Purpose	• To ensure community understanding and support for the preferred re-use of the Pavilion to be taken forward by the Rothesay Pavilion CHORD Project Board
Information required	• Overall progress of the project • Benefits and Outcomes of the project • Project information • Engagement process and output
Information provider	Project Manager/Design Team Lead Consultant
Frequency of communication	At key consultation points for the project and then ensuring that information is disseminated throughout the process
Method of communication	Information sessions / open days / press releases / radio interviews / website / local newsletters
The framework set out in the community engagement strategy "Improving Community Engagement in Argyll and Bute" will be used.	
Action following meeting / decisions taken	**Responsibility**
- Ensure as far as is practicable, that emerging designs reflect preferences identified through consultation - Ensure any follow up is carried out, especially with regard to feedback on any consultation activity	Project Manager/Design Team Lead Consultant

5. Communication Protocol

In line with best practice in effective communication, it is essential that all press releases are signed off by the CHORD Programme Office and the Council's Press Office before being issued. This will ensure the press release does not inadvertently conflict with other press releases, key messages/ statements issued by the Council. Similarly, the aforementioned should be advised of any planned or requested interviews with local or national newspapers or radio broadcasters.