

Dunoon Pier – Phase 2

COMMUNICATION PLAN

1. Purpose

The purpose of this document is to identify those parties interested in the Dunoon Pier – Phase 2 project – which seeks to secure the future of this important national structure and create a vibrant and attractive waterfront focal point for Dunoon. The Plan will detail 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 Dunoon Pier – Phase 2 project and will require to be kept up to date as situations alter. This is the responsibility of the Project Manager.

2. Key Groups of stakeholders

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 and businesses and visitors;
- those implementing the project – the Dunoon CHORD Project Team ;
- those assisting with funding the project;
- those making decisions about the project – the Bute and Cowal Area Committee (Project Board), the CHORD Programme Board, the Council's Executive etc.
- those who will have a direct interest/input into the development of the projects – the Local Area Community Planning Group, Historic Scotland, Heritage Lottery Fund, Crown Estate, etc

3. Key messages

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

<i>Stakeholder group</i>	<i>Key Message</i>
<ul style="list-style-type: none">• the beneficiaries of the project	<ul style="list-style-type: none">• Argyll and Bute: Leading Rural Area.• Creating an attractive, well connected and modern environment that will help stimulate economic growth.• Benefits and Outcomes of the project – will enhance people's perception of the town as a good place to live, work and visit; will raise the competitiveness of the local service economy, and will enhance developer

Stakeholder group	Key Message
	<ul style="list-style-type: none"> interest in Dunoon as a place to invest. Ultimately the town will attract more visitors; more retail spend and more investment. How to engage with the project.
<ul style="list-style-type: none"> those implementing the project 	<ul style="list-style-type: none"> Projects' progress. Benefits and Outcomes of the projects Partnership working – listening and acting on their concerns and issues.
<ul style="list-style-type: none"> those assisting with funding the project 	<ul style="list-style-type: none"> Argyll and Bute: Leading Rural Area. Creating an attractive, well connected and modern environment that will help stimulate economic growth. Partnership working – listening and acting on their concerns and issues. Benefits and Outcomes of the projects
<ul style="list-style-type: none"> those making decisions about the projects 	<ul style="list-style-type: none"> Projects' progress. Benefits and Outcomes of the projects – see benefits listed above. Wider contribution towards achieving the Regeneration of the waterfront of Dunoon.
<ul style="list-style-type: none"> those with a direct interest in the design and delivery of the projects 	<ul style="list-style-type: none"> Partnership working Benefits and Outcomes of the projects' progress

4. Action Plan

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

4.1 Bute and Cowal Area Committee (acting its capacity as the Project Board) meetings

Purpose	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Project Sponsor Area Committee Members Project Manager Plus additional personnel as necessary
Location	<ul style="list-style-type: none"> Castle House, Dunoon or Eaglesham House Rothesay (alternates on a monthly basis)
Information required	<ul style="list-style-type: none"> Highlight / Progress report – including details of progress made versus plan, changed risks and budgetary matters. Presentation Pack (if required)
Information provider	Project Manager
Frequency of	The Bute and Cowal Area Committee meets on a

communication	<p>scheduled monthly basis. However CHORD Projects are being managed in a PRINCE2 framework and therefore reporting is by exception. The Project Manager will report to the Area Committee 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.</p> <p>Calls for a meeting out with the agreed schedule of Area Committee meetings will only be considered in exceptional circumstances..</p>
Method of communication	Written report, verbal discussion, written minutes.
<p>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. 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.</p>	
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	Area Committee Chair / Project Manager / Comms Team
Local radio update if necessary	Area Committee Chair / Project Manager
Update CHORD website if necessary	Project Manager / Comms Team
Prepare report to Programme Management Board if necessary	Project Manager

4.2 Design Team meetings

Purpose	<ul style="list-style-type: none"> • To discuss and monitor project's progress against project plan; • To review any design issue or concerns; • 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	<ul style="list-style-type: none"> • A&BC Project Manager • Design Team Members • Plus additional personnel as necessary e.g. Officers from Argyll & Bute Council
Location	<ul style="list-style-type: none"> • As agreed
Information required	<ul style="list-style-type: none"> • Agenda and minutes from previous meeting • Project Plan, risk register, resource allocation schedule. • Other project material such as drawings, reports, etc.
Information provider	Design Team
Frequency of	Design Team meetings will take place on a monthly basis

communication	
Method of communication	Discussion to review the “information required”, written minutes.
The Design Team will be responsible for organising Design 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	Design Team
Follow up on recommended actions	Design Team and A&BC Project Manager
Email update to Programme Manager	Project Manager
Prepare report to Area Committee if necessary	Project Manager

4.3 Area Committee engagement with the Local Area Community Planning Group

Purpose	<ul style="list-style-type: none"> To update the LACPG on the progress of the Dunoon Pier – Phase 2 project. To follow up any requests raised by the Community Planning Group.
Attendees	<ul style="list-style-type: none"> Members of the LACPG
Location	<ul style="list-style-type: none"> As agreed by attendees
Information required	<ul style="list-style-type: none"> Benefits and Outcomes of the project Project delivery method. Project information – including progress Partnership working. Engagement process and output.
Information provider	Area Committee Chair/Project Manager
Frequency of communication	Quarterly or Bi-annually to full CPP meeting. To be agreed with Area Committee Chair and LACPG Chair.
Method of communication	Verbal/written update at LACPG committee. The Project Chair will engage with the Chair of the LACPG 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	Area Committee Chair/Project Manager
Email update of meeting to Programme Manager	Project Manager

4.4 Community engagement

A significant amount of consultation was undertaken as part of the development of the OBC for the Dunoon Waterfront project and in the development of options. In taking forward the agreed components for the FBC there will be consultation with key stakeholders and key groups within the business and community sector including the Chamber of Commerce and PA23 (BID Team) however this should only be undertaken following discussion and agreement with the Bute and Cowal Area Committee. The following table outlines the general approach and mechanisms that the Design Team/Project Manager will adopt to engage with the Community.

Purpose	<ul style="list-style-type: none"> To gain community input to the final designs taken forward by the Bute and Cowal Area Committee
Information required	<ul style="list-style-type: none"> Overall progress on the project.

	<ul style="list-style-type: none"> • Benefits and Outcomes of the project. • Project information. • Engagement process and output.
Information provider	Design Team / Project Manager
Frequency of communication	At key consultation points of the project and then ensuring that information is disseminated throughout the process.
Method of communication	Workshops / 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 any follow up is carried out, especially with regard to feedback on the consultation process.	Design Team / Project Manager

4.5 Historic Scotland and other key stakeholders

It will be important to ensure that key stakeholders such as Historic Scotland, Crown Estate are fully aware of the project and that they understand the main objectives in relation to the existing pier which is a listed structure.

Purpose	<ul style="list-style-type: none"> • To ensure, wherever practical, the development of the FBC has taken into account the advice and needs of the above groups.
Information required	<ul style="list-style-type: none"> • Overall progress on the project. • Benefits and Outcomes of the projects. • Project information. • Engagement process and output.
Information provider	Design Team / Project Manager
Frequency of communication	At key consultation points of the project and then ensuring that information is disseminated throughout the process.
Method of communication	Information sessions/meetings
Action following meeting / decisions taken	Responsibility
Ensure FBC preferences/requirements are identified. Ensure any follow up is carried out, especially with regard to feedback on the consultation process.	Design Team / Project Manager

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.

6. Key Contacts

The project manager is to compile and maintain a list of key contacts and stakeholders in the project.

