

PERTH AND KINROSS COUNCIL**Lifelong Learning School Estate Sub-Committee – 7 March 2013****SCHOOL ESTATE COMMUNICATIONS****Report by Executive Director (Education and Children's Services)****ABSTRACT**

There are well established procedures for communicating information with Council employees and schools and communities associated with current and planned projects. This report proposes a communications plan for the School Estate which aims to increase visibility of the work being undertaken and the future challenges with audiences who are not part of the existing governance or actively involved in an existing project.

1 RECOMMENDATIONS

It is recommended that the Committee:

- 1.1 Note the procedures that Education and Children's Services has in place through its project management framework to communicate and consult with stakeholders in relation to planned and current projects; and
- 1.2 Provide feedback on the attached communication plan, which focuses on cascading information to stakeholders who are not actively involved in a planned or current project.

2. BACKGROUND

- 2.1 The School Estate Strategy sets out the Council's aspirations for our schools and in particular the high value we place on learning.
- 2.2 The strategy is delivered through the School Estate Management Plan (SEMP) which is primarily funded through the Councils' capital programme.
- 2.3 The ECS capital programme details the priorities for the school estate over a rolling seven year period and is reviewed on an annual basis.
- 2.4 In terms of the capital programme, there are procedures in place to communicate and consult with stakeholders in relation to planned and current projects.
- 2.5 At School Estate Sub Committee on 15 November 2012, the Head of Corporate Business Change and IT was requested to develop a communications plan which would involve the wider community and provide them with information on how the school estate is prioritised.

3. PROJECT COMMUNICATION

- 3.1 Participation and involvement of the community is critical to the ongoing and future success of school estate investment and an emphasis is placed on ensuring full consultation, over and above that which is required for statutory consent for individual projects.
- 3.2 As part of the process a User Reference Group (URG) is set up for all major and large projects. The purpose of the URG is to assist with providing relevant local information to allow the Design Team to develop the outline concept design into an operational design. The formation of a URG is an invaluable source of information, and any project is reliant on this level of local detail.
- 3.3 Members of the URG for a school project would typically comprise the Head Teacher, Teaching Staff representatives, Non-Teaching staff representatives, Elected Members, Parent Council representatives, Community Capacity Building worker representatives, Community Council representatives and Church representatives.
- 3.4 Consultation with the Pupil Council and parents are undertaken as part of a managed communications plan for each project.
- 3.5 The wider community is invited to an 'open evening' to review the plans and provide feedback once the design is agreed by the URG.
- 3.6 Ongoing communication takes place during the construction work, particularly with neighbours, school and parents. The construction company will often introduce learning opportunities for the children as part of the works.
- 3.7 This process is well established for school estate projects and has been commended by the Scottish Government through the Scottish Futures Trust (SFT)

4. PROGRAMME LEVEL COMMUNICATION

- 4.1 Members are primarily updated through the governance structure detailed in the School Estate Strategy with Lifelong Learning Committee, School Estate Sub Committee and Strategic Policy and Resources Committee being the primary information and decision making forums.
- 4.2 The SEMP group is the key vehicle for dissemination of information to Council staff. The SEMP membership includes a secondary Headteacher, a primary Headteacher, teaching Union Representative, Corporate Asset Management Representative, School Operations Manager, ECS Finance and an Education Support Officer. Each of the representatives is responsible for consulting and cascading information in their own area.
- 4.3 The Council website is used to provide information to parents and the wider public.

- 4.4 A plan based on the corporate format is attached as Appendix A. This plan aims to raise awareness of the school estate strategy, plans and programme with audiences who are not catered for through existing mechanisms. The main proposal is to provide briefings for this wider audience after School Estate Sub Committee and specifically those which have key updates in relation to the budget and the School Estate Management Plan (SEMP).

5 CONSULTATION

- 5.1 Head teachers and Services have been consulted through the School Estate Management Plan (SEMP) group.

6 RESOURCE IMPLICATIONS

- 6.1 There are no resource implications associated with this report.

7 COUNCIL CORPORATE PLAN OBJECTIVES 2009-2012

- 7.1 The Council's Corporate Plan 2009-2012 lays out five Objectives which provide clear strategic direction, inform decisions at a corporate and service level and shape resources allocation. They are as follows:-

- (i) A Safe, Secure and Welcoming Environment
- (ii) Healthy, Caring Communities
- (iii) A Prosperous, Sustainable and Inclusive Economy
- (iv) Educated, Responsible and Informed Citizens
- (v) Confident, Active and Inclusive Communities

This report relates to all of the Council's five objectives.

- 7.2 The report also links to the Education & Children's Services Policy Framework in respect of the following key policy area:

- Maximising Resources

8 EQUALITIES IMPACT ASSESSMENT (EqIA)

- 8.1 An equality impact assessment needs to be carried out for functions, policies, procedures or strategies in relation to race, gender and disability and other relevant protected characteristics. This supports the Council's legal requirement to comply with the duty to assess and consult on relevant new and existing policies.

- 8.2 The function, policy, procedure or strategy presented in this report was considered under the Corporate Equalities Impact Assessment process (Eq1A) with the following outcome:

- i) Assessed as **not relevant** for the purposes of EqIA.

9 STRATEGIC ENVIRONMENTAL ASSESSMENT

- 9.1 Strategic Environmental Assessment (SEA) is a legal requirement under the Environmental Assessment (Scotland) Act 2005 that applies to all qualifying plans, programmes and strategies, including policies (PPS).

However, no action is required as the Act does not apply to the matters presented in this report. This is because the Committee are requested to note the contents of the report only and the Committee are not being requested to approve, adopt or agree to an action or to set the framework for future decisions.

10 CONCLUSION

- 10.1 This report proposes a communications plan for the School Estate programme which aims to increase visibility of the work being undertaken and the future challenges with audiences who are not part of the existing governance or actively involved in an existing project.

JOHN FYFFE

Executive Director (Education and Children's Services)

Note: No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information) were relied on to any material extent in preparing the above report.

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Date: 21 February 2013

Appendices: Appendix A School Estate Programme Communication Plan
Appendix B Communications Material

If you or someone you know would like a copy of this document in another language or format, (on occasion only, a summary of the document will be provided in translation), this can be arranged by contacting *The Communications Manager*
E-mail:



Council Text Phone Number 01738 442573

Education and Children's Services

School Estate Programme Communications Plan

Version V0.3: January 2013

Project Lead: Carol Taylor, Corporate Change Manager

Corporate Communication Lead: Ruth Fry

Service Communication Lead: Sharon Watson

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Document version control:

Date Published:	January 2013
Version:	V0.3
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File Name & Location:	

Approvals:

Name	Title	Date of Issue	Version

1. Introduction

The Council has in recent years been carrying out a wide-ranging review to ensure that school buildings and other education establishments can provide modern environments to deliver learning, teaching, care and support to children and young people.

Key areas being taken into account include the potential for increasing school rolls from future housing development identified in the proposed Local Development Plan, and the ongoing requirement for school buildings to be upgraded or replaced depending on their condition and suitability for continued use. The development of a long-term strategy to monitor the school estate was agreed by the School Estate Sub-Committee on 8 March 2012:

[Report No 12/113 – School Estate Review \(2012-2030\)](#)

[Report No 12/114 – Capital Programme 2012/13 – 2016/17](#)

This leads on from the decisions made at the Council's Special Budget meeting on 9 February 2012, to make major investment in school improvement:

[Report No 13/54 Composite Capital Budget 2017/18 – 2019/20](#)

Likewise the decisions made at the Council's Special Budget meeting on 14 February 2013, for additional investment in school improvement.

This communications plan relates to the overall plan for the school estate programme. Projects for individual schools will have communications plans as part of normal project management arrangements

2. Communication Aims

- To proactively raise awareness of the school estate strategy, delivery programme and future vision
- To increase visibility of the work being undertaken and the decisions that need to be made
- To raise awareness and understanding of the challenges ahead

3. Stakeholders

We will communicate and engage with the following internal and/or external audiences:

- Residents
- Parents & Pupils
- Employees
- Education and Childrens Services Senior Management Team
- Headteachers
- Senior Management including Executive Officer Team, Corporate Management Group and Corporate Resources Group
- Elected Members
- School Estate Sub Committee
- Asset Management, Property and Planning sections within the Council
- Partner Organisations

4. Key Messages

The key messages for this project are:

- Schools, as learning environments, are fundamental to delivering national and local priorities for supporting children and families.
- The Council has approved a capital programme of £98m over the next 7 years, to improve the school estate, based on the condition, suitability, running costs and potential and projected occupancy levels of schools.
- Additional priorities have been incorporated in the plan based on life expired buildings and secondary practical teaching areas and sports.
- The programme is constantly under review and a longer term strategy and programme is being developed to take into account changes which will take place as a result of the proposed Local Development Plan (LDP).

5. Tactics

A wide range of communication channels will be used to ensure we reach all of our stakeholders.

- Reports – to key strategic Council and Service meetings (Executive Officer Team/Corporate Management Group/ECS Senior Management Team/ECS Extended Management Team) as well as to the School Estate Sub Committee
- Briefings/Meetings with Headteachers, Parents/Parent Councils and Elected Members
- Council website - Project web pages
- Service News Announcements on *eric*
- P&K News
- ECS News
- Inside News
- Information on CHiP (Councillor's portal)
- Press releases
- Council Social media – Facebook/Twitter

6. Design and Branding

There are no design requirements.

7. Responsibilities

The table below illustrates who will be involved in the communication activities for this project/strand of work

Education and Children's Services	
Service Project Lead	Carol Taylor
Service Communication Lead	Sharon Watson
Service Communication Support	Alison Thomson
ACCOUNTABLE TO: Project Lead	

8. Budget

This communications plan will be delivered in-house by existing employees.

9. Milestones

Date	Key Milestone
14 February 2013	Approval of Council Budget
7 March 2013	School Estate Sub Committee
6 June 2013	School Estate Sub Committee
October/November 2013 (TBC)	School Estate Management Plan for approval to School Estate Sub Committee

10. Risks

Key risks associated with the project and the communications plan relate to:

- Competing priorities – ensuring members and the public can understand how we evaluate and why
- Concern over condition – again ensuring all stakeholders understand how priorities are agreed
- Concern over future funding
- Concern over pressures on capacity

11. Review & Evaluation

This Communication and Engagement Plan will be reviewed through the following mechanisms:

- Discussion at School Estate Management Plan (SEMP) Meeting
- Regular reporting at ECS Senior Management Team
- Annual Update to the School Estate Sub Committee

Note that measures will be developed which will be used for reporting purposes.

12. Equality Assessment

An equality impact assessment needs to be carried out for functions, policies, procedures or strategies in relation to race, gender and disability and other relevant protected characteristics. This supports the Council's legal requirement to comply with the duty to assess and consult on relevant new and existing policies.

Please refer to the information that is available on the Council's Equality Impact Assessment process which is available on **eric** in the 'Equalities and Diversity Section' of 'Your Resource Centre'.

13. Strategic Environmental Assessment

Strategic Environmental Assessment (SEA) is a legal requirement under the Environmental Assessment (Scotland) Act 2005 that applies to all qualifying plans, programmes and strategies, including policies (PPS). Further information on strategic environmental assessment is available on **eric**.

14. Communications and Engagement Activity Plan for School Estate Programme

DATE	ACTIVITY	PURPOSE	AUDIENCE	RESPONSIBILITY
7 March 2013	Submission of reports to School Estate Sub Committee Meeting	To receive approval of School Estate related matters from the Committee	School Estate Sub Committee	Carol Taylor
6 June	Submission of reports to School Estate Sub Committee Meeting	To receive approval of School Estate related matters from the Committee	School Estate Sub Committee	Carol Taylor
Oct/Nov 2013 (TBC)	SEMP/SAMP submitted for approval to School Estate Sub Committee	To receive approval of School Estate related matters from the Committee	School Estate Sub Committee	Carol Taylor
Mar/Dec	Communicate information regarding reports following each School Estate Sub Committee			
	<ul style="list-style-type: none"> ➤ Update of information on Council website ➤ Articles in P&K News 	To ensure all relevant stakeholders are aware of School Estate information	Residents Parents & Pupils	Carol Taylor
	<ul style="list-style-type: none"> ➤ Information bulletin Annual presentation to all Elected Members on overview of School Estate Strategy ➤ Each School's Asset Management Plan will be available on the Councillor's Portal (CHiP) ➤ Ward Briefings 		Elected Members	
	<ul style="list-style-type: none"> ➤ Briefing Meetings (for specific projects) 		Parent Councils Employees Parents Pupils Parent Council Chairs Members	

	<ul style="list-style-type: none">➤ Internal ECS Communications<ul style="list-style-type: none">➤ Articles in ECS News➤ Updates at key ECS Service meetings: – Headteachers/Strategy Groups/ Local Management Groups (LMGs)/Extended Management Team➤ Corporate information slides for Delayed Office openings		Employees	
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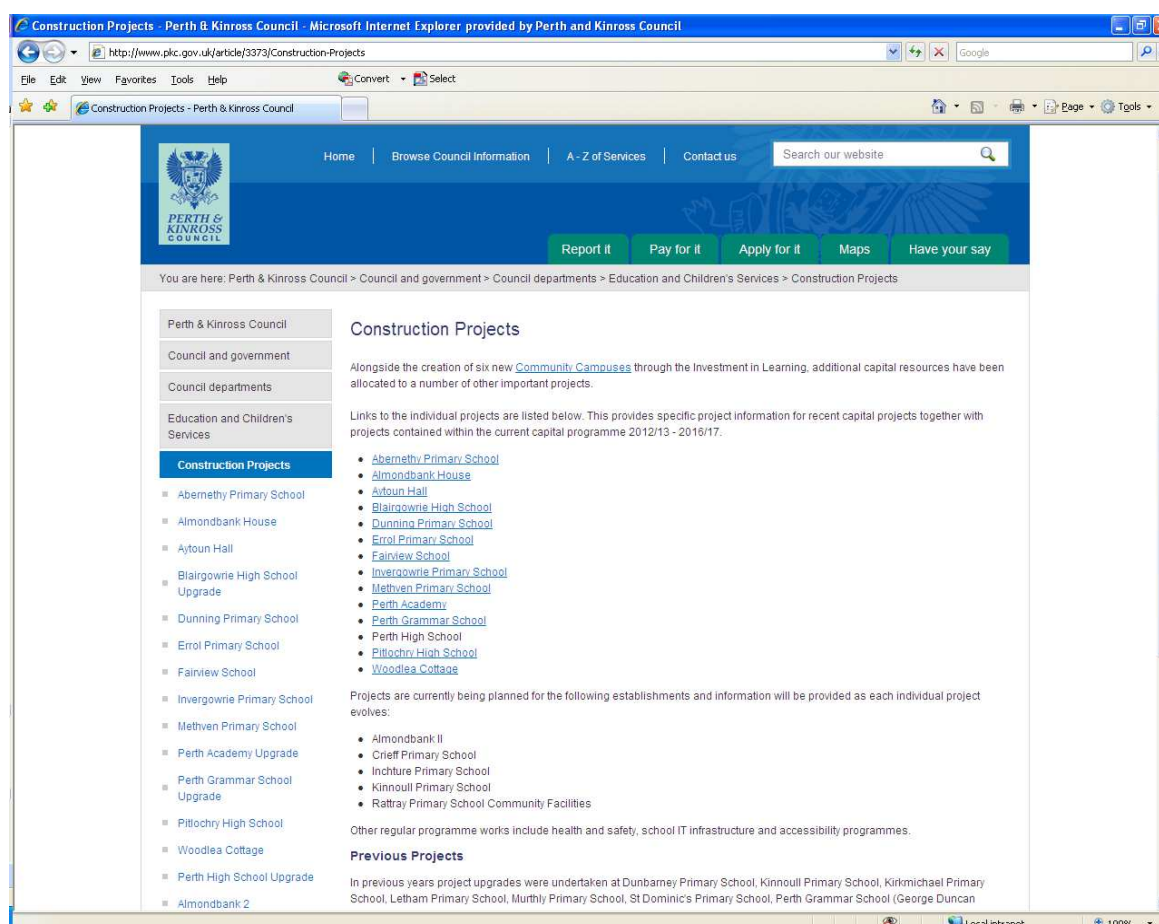
Appendix B – Communication Materials

External Communications

Will be specifically used to keep our key stakeholders informed of current and future developments.

Council website

Information is already available on the Council's new look website (www.pkc.gov.uk) regarding ECS construction projects (below). This will be expanded to give more information around the School Estates Strategy and will also provide links to key Committee reports.



Perth and Kinross News

Perth and Kinross News is currently produced twice a year and is delivered to every household in Perth and Kinross. The magazine is a useful way to update residents on the key Council initiatives and progress being made on major projects.

The Summer 2012 edition included an update on recent investment in the school estate (below)

education

A £62m investment in our children's future

An ambitious programme to upgrade and create schools will reap benefits for local youngsters



This upgrade programme comes in addition to the Council's Investment in Learning community campus programme, completed last year. For information on using the campuses over the summer holidays, turn to page 13

This activity is expected to create about 1,000 jobs

Bounce Back project recognised

Bounce Back, a support programme that helps children and young people deal better with the challenges of everyday life, has been praised in a UK-wide report looking into the urban riots in England last year.

help prevent future riots. One of its recommendations was the proposal that building character in children and young people should be a central part of every school's purpose. They highlighted the success

Perth & Kinross Council Chief Executive, Bernadette Malone, said: "Very much welcome the recognition of the positive outcomes of our Bounce Back pilot in this important national report."

A healthy approach to school!

If you thought schooling was just about the three Rs, you'd

Perth and Kinross News will include regular features

Internal Communications ECS News

ECS News is our Service's internal newsletter. It provides news, articles and features for our staff and internal stakeholders across the Council. We currently produce 8 editions per year in pdf format and content is hyperlinked to make reading for interactive and informative. Future articles will include updates on key School Estate projects and developments.

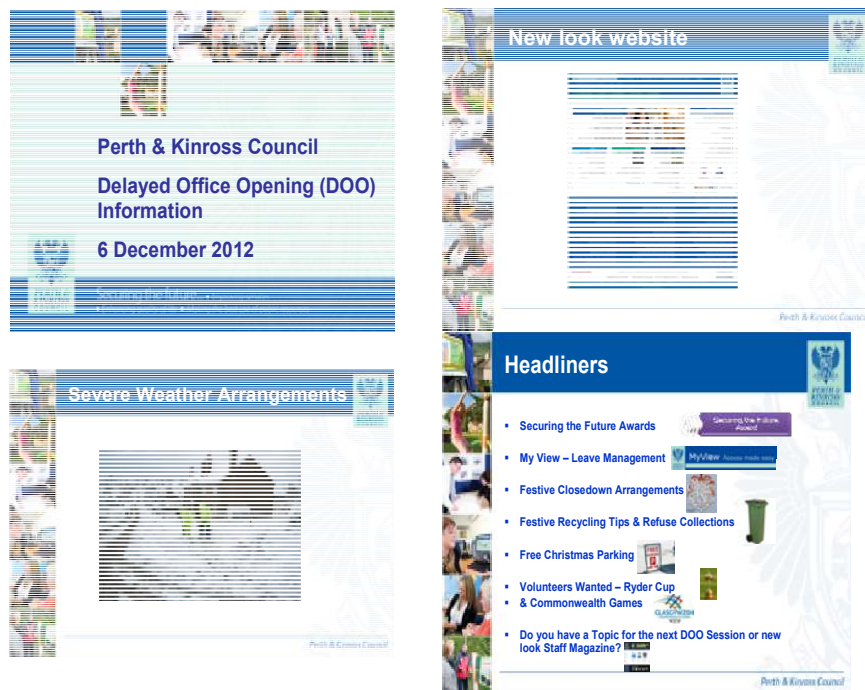
Editions of ECS News are available on the Councillor's portal (CHiP).



Information slides for Delayed Office Opening (DOO) Sessions

The Corporate Communications Team provide monthly information on HR and IT topics, key events, corporate news, successes, major developments, employee initiatives and training. Information on the budget process is also provided (when appropriate).

The slides are used as part of DOO activities in Services and provide valuable information to employees.



Example DOO information slides