

DRAFT

RPA COMMUNICATION STRATEGY

Document Information

Status

The current status of this document is: *Agreed*

Version History

Number of this Version: 0.2

Date of this Version: 12 June 2006

Previous Version Number	Previous Version Date	Summary of Changes

Owner

The person responsible for this document is **CHRISTINE KIDD**

Document Location

The electronic version of this file is held by the Programme Management Office

Distribution

Name	Position	Responsibility
Communication Steering Group		

Table of Contents

DOCUMENT INFORMATION	2
STATUS.....	2
VERSION HISTORY.....	2
OWNER.....	2
DOCUMENT LOCATION	2
DISTRIBUTION.....	2
INTRODUCTION	4
BACKGROUND	4
OBJECTIVES OF PROJECT	5
AUTHORITY FOR THE PROJECT	6
PROJECT DEFINITION	6
KEY DELIVERABLES	6
CONSTRAINTS	ERROR! BOOKMARK NOT DEFINED.
ASSUMPTIONS	6
EXCLUSIONS	6
INTERFACES.....	6
EXTERNAL DEPENDENCIES.....	7
BENEFITS.....	7
COSTS	7
APPROACH/PROCESS/EXECUTION AND PLAN.....	7
INITIAL PROJECT PLAN/MILESTONES.....	7
ASSURANCE PANEL.....	9
PROJECT FILING STRUCTURE.....	9
COMMUNICATION AND STAKEHOLDERS.....	9
COMMUNICATION METHOD.....	9
STAKEHOLDERS.....	15
QUALITY	15
APPENDIX A: STAKEHOLDER MAP	16

Introduction

Background

On 22 November Government announced a series of changes as part of the overall Review of Public Administration (RPA). In relation to Education, the main changes were as follows:

- To set up a single Education Authority for Northern Ireland with responsibility for the functions performed currently by the Education and Library Boards, the Council for the Curriculum, Examinations and Assessment (CCEA); the Regional Training Unit (RTU); front-line support and related functions currently undertaken by the Council for Catholic Maintained Schools (CCMS), the Northern Ireland Council for Integrated Education (NICIE) and Comhairle na Gaelscolaíochta (CnaG). It is to become the employing authority for all teaching and other staff employed in grant-aided schools and will absorb some functions of the Staff Commission, while others will no longer be required
- To transfer certain functions from the Department to the proposed new Education and Skills Authority, following an Internal Review.
- To transfer ownership of the controlled schools estate, currently with the Education & Library Boards, to the Education Authority
- To appoint a Director of Children's Services to co-ordinate the Education and Skills Authority's responsibilities for children
- To establish a new statutory Education Advisory Forum to act as a unified advisory interface between the Department and the education sector.

Different projects have been established to take forward the implementation of these changes. It is likely that as other issues emerge there will be a need for further projects. The projects which are underway at present are:

- HR
- Project Management Office
- Governance and Accountability
- Review of Advice
- MAR (Monitoring, Advice and Research)
- Employing Authority
- Internal Review of DE Operational Functions
- Youth Services
- Estate Management/ Transfer of Assets
- Legislation
- ICT

Objectives of this Strategy

The objectives of the RPA Communication Strategy are as follows:

- To develop and deliver a communication strategy which contributes to the successful delivery of the DE RPA programme
- To identify all stakeholders across the education sector who have an interest in the implementation of the RPA and to set out the purpose, means and frequency of communication with them, ensuring that this is commensurate with their current influence and level of interest.
- To guarantee, as far as reasonably possible, that timely, consistent, accurate and relevant information reaches all staff, in all of the organisations affected, throughout the RPA, and in such a way as to ensure that relevant queries are dealt with efficiently and effectively
- To communicate information on the new arrangements to education stakeholders throughout the RPA
- To provide clarity about the proposals for change
- To highlight the benefits of the RPA
- To provide advice and guidance to DE on engaging with key stakeholders to benchmark and share expertise
- To build confidence with respective constituent groups in the implementation process
- The following lists the main bodies/groups the Group considers a priority.
 - Parents
 - Young people
 - All key education bodies affected by the RPA changes, including age 14-19 education providers
 - Schools, Teachers, Boards of Governors and other education sector staff
 - DE Staff
 - Unions
 - The media
 - Youth Organisations/workers

Authority for the Strategy

The RPA Programme Management Board (PMB) has agreed there should be a Communication Steering Group and a Communication Strategy for the RPA.

Definition

Key Deliverables

The key deliverables for the Strategy will be:

- Communication Steering Group established
- Communication Strategy agreed
- Detailed Stakeholder Communications Map agreed
- Communication Strategy implemented

Assumptions

The Strategy is predicated on the following assumptions:

- The Programme Management Board will make resources available to meet the needs of the strategy
- Members of the Communication Steering Group can actively contribute to the delivery of the communication strategy within their own organisations.
- The Programme Management Office provides the Group with appropriate and timely information and papers.
- RPA projects will give high quality, timely input to the Group when required (e.g. Input to Newsletter articles)
- Deadlines imposed by PMO and PMB are realistic in respect of Group workload and resources.

Desktop Publishing Unit are able to meet deadlines regarding publication of newsletter

Exclusions

Areas that are excluded from this Strategy are:

- Communication for non-RPA projects within DE
- Communication for non-DE projects
- Work on a public consultation for the RPA, other than publicity for that exercise

Interfaces

The other projects and pieces of work that interface with this project are:

- Each of the DE RPA projects (see attached annex)
- Programme Management Office
- The Bain Review
- Stakeholders Group

- Central RPA team (OFM/DFM)
- DOE (Community planning process)
- DHSS&PS (Children services)
- DCAL(new Library Authority)
- DEL (14-19 agenda)
- Public Service Commission (PSC)
- Office of the Legislative Counsel

External Dependencies

The project is externally dependant on the following:

- Government commitment to the RPA proposals
- Government commitment to April 2008 deadline
- Legislative process and timetable
- RPA agendas within other government departments

Benefits

The project will provide the following benefits

- Improved public and sectoral awareness of the RPA
- Increased confidence in the RPA programme throughout the education sector
- Increased sectoral support and ‘buy-in’ to the RPA
- Improved and relevant information flow to all staff within education sector
- Reassurance and clarity for education sector staff and workers as to what the RPA will mean for them

Costs

Area	Cost (£)
Newsheet	TBD
Communication Steering Group meetings	3600
Roadshows/conference	TBD
Other publicity materials (flyers etc)	TBD
Staff time and costs	TBD

Approach/Process/Execution and Plan

Initial Milestones

Communication Steering Group established
 Communication Strategy agreed
 Detailed Stakeholder Communication Map agreed
 Monthly Newsletters issued
 RPA area established on DE Internet/Intranet sites

DRAFT

RPA area established on Group member's Internet sites
Roadshows

Group membership

The Communication Steering Group consists of the following members:

Organisation	Nomination
South Eastern Education and Library Board	Nicky McBride
Southern Education and Library Board	Brendan O'Hara (deputy: Denise Lawson)
Western Education and Library Board	Oliver Kelly
Belfast Education and Library Board	John Martin
North Eastern Education and Library Board	Daryll Kenny
The Council for Catholic Maintained Schools	Paul O'Connor
Governing Bodies Association	John Miskelly
Northern Ireland Teaching Council	Mark Langhammer
Northern Ireland Council for Integrated Education	Deborah Girvan
The Council for Curriculum, Examinations and Assessment	Karen Gribbon
Transferor Representatives' Council	Rev Ian Ellis
The Association of Northern Ireland Colleges	John Darcy
Youth Council	David Guilfoyle
Comhairle na Gaelscoliochta	Pol O Mordha
Unions	Brian Campfield
Catholic Trustees	Rev Timothy Bartlett
Regional Training Unit	Chris Dardis
Youth Net	Mary Field
Staff Commission	Deirdre Vaugh

DE	Chris Stewart Liam Barr Christine Kidd Wendy Eager Kim Martin
DEL	Angela McAllister
DCAL	Gareth Nicholson

Assurance panel

The following organisations will provide assurance to the project

Programme Management Board		
----------------------------	--	--

Strategy Filing Structure

The Programme Management Office will hold the files for the Group and the Strategy.

Communication and Stakeholders

Communication methods

The Communications Steering group will identify the key communications channels and co-ordinate a communications strategy for all the RPA projects.

Primary forms of communication for this Group will be:

- Presence on RPA section of Department of Education website and Intranet site
- Inclusion of RPA information (where possible) on member organisations websites
- RPA Newsletter
- Email
- Letters/Flyers
- Face-to-face meetings and briefings
- Roadshow/Conference
- Press coverage

The communication channels are described below:

Channel:	The Newsheet
Description:	Newsletter to be published in hard copy and electronic formats. Contributions by project teams, Steering Group and consultants
Purposes:	Communicate progress, issues and matters affecting internal and external stakeholders. To keep interest in the Programme and promote support and involvement. For internal and external stakeholder use.
Frequency:	Monthly

Channel:	Organisational Intranets
Description:	Organisational intranets can bring together all disclosable information relating to the Programme including its progress. In particular, this medium will focus on internal staffing and HR issues.
Purpose:	To provide a comprehensive body of information for each organisation's internal stakeholder community. To elicit feedback and invite comments and questions. To raise awareness of the approach and work of the project.
Frequency:	Updated monthly or as required.

Channel:	Information materials such as flyers and information sheets.
Description:	Publicity collateral such as flyers and information sheets containing both general and specific information about the programme and its progress. Available both in high quality paper format and electronically.
Purpose:	Provide information in a format easy and quick to read and understand. High level rather than detailed. Produced for a variety of stakeholders including the general public and education sector staff.
Frequency:	As required as the Programme progresses.

Channel:	Web site www.deni.gov.uk
Description:	Non secure website for outbound communication between The Programme and the interested parties
Purpose:	To provide a method for quick distribution to a wide audience. To provide a place where responses to materials can easily take place.
Frequency:	Updated as required.

Channel:	Individual Meetings
Description:	Meetings between DE officials and organisations on a bilateral or multilateral basis. Representation from PMO and/or other project teams depending on organisation and subject matter to be discussed.
Purpose:	A forum for direct, two-way communication between the RPA teams and stakeholders. An opportunity to discuss issues surrounding the RPA on an individual basis with those it will affect. An opportunity to discuss developing thinking and the expected outworking of the RPA with those at the “grass roots”.
Frequency:	As requested and as thinking develops/ decisions are made.

Channel:	Workshops
Description:	Open discussion forum for DE and education sector. Can be used for general discussion regarding RPA, or to explore specific issues. Likely to include CEO (designate).
Purpose:	A forum for two-way communication, open discussion and exchange of ideas between the RPA teams and stakeholders. Useful to work out details of outworking of policy decisions.
Frequency:	Likely to take place after appointment of CEO (designate) and once major policy decisions have been made. May be held within Road shows (see below)

DRAFT

Channel:	Stakeholders Group
Description:	Representatives from key education stakeholders and DE meeting to discuss the RPA on a regular basis.
Purpose:	To discuss developing policy and to feed back to DE, based on experience and knowledge of the sector. To gain early knowledge of developing thinking on the RPA.
Frequency:	Monthly

Channel:	Communication Steering Group
Description:	Representatives from key education stakeholders and DE meeting to discuss RPA communication on a regular basis.
Purpose:	To help develop and implement a Communication Strategy for the education aspects of the RPA, making use of members' experience and knowledge of the sector. To act as point of contact for information dissemination to, and for receipt of queries from, members of own organisation.
Frequency:	Monthly

Channel:	Web sites of Communication Group member organisations
Description:	Non secure website for outbound communication between The Programme and interested parties
Purpose:	To provide a method for quick distribution to a wide audience. To provide a place where responses to materials can easily take place.
Frequency:	Updated as required.

Channel:	Roadshow
Description:	Event to take place at various locations throughout N. Ireland. Opportunity to share information about the RPA with stakeholders throughout N. Ireland. Also allows open discussion and exchange of ideas from and between stakeholders in form of open questioning sessions.
Purpose:	An open and accessible way to enable two-way communication, discussion and exchange of ideas between the RPA teams and stakeholders.

DRAFT

Frequency:	Likely to take place after appointment of CEO (designate) and once major policy decisions have been made. May include Workshops (see above)
-------------------	---------------------------------------------------------------------------------------------------------------------------------------------

Channel:	Press Releases
Description:	Information regarding specific aspects of the RPA, released to the Media.
Purpose:	To give information on specific aspects of the RPA – usually relating to a programme deliverable, or an important decision. Also in response to media interest in specific areas.
Frequency:	As required and as key decisions are made/ key deliverables are achieved.

Channel:	Meeting with Unions/ Representative Groups
Description:	Meetings between DE officials and unions/ representative groups on a bilateral or multilateral basis. Representation from PMO and/or other project teams depending on organisation and subject matter to be discussed.
Purpose:	<p>A forum for direct, two-way communication between the RPA team and staff representatives. An opportunity to discuss issues surrounding the RPA with those it will affect.</p> <p>An opportunity to discuss developing thinking and the expected outworking of the RPA with representative of those at the “grass roots”.</p>
Frequency:	As requested and as thinking develops/ decisions are made.

Channel:	Cascaded Briefing
Description:	Briefing small groups of employees, carried out by line management, based on briefing provided by DE.
Purpose:	To ensure that important HR and employment issues are communicated directly and consistently to staff, in a way that they understand by people they know.
Frequency:	As key decisions relating to HR and employment are made.

DRAFT

Channel:	Internal Magazines/ Newsletters
Description:	A method to bring together all non-sensitive and relevant information relating to the Programme and its progress.
Purpose:	To provide a regular and relevant source information for each organisation's internal stakeholder community. To elicit feedback and invite comments and questions. To raise awareness of the approach and work of the project.
Frequency:	As per frequency of publication and as required.

Channel:	Departmental Brief
Description:	A method to concisely inform staff of all non-sensitive and relevant developments within the programme.
Purpose:	To provide a regular and relevant source information for the internal stakeholder community. To raise awareness of the approach and work of the project.
Frequency:	Monthly, as required

Stakeholders Communication Map

The stakeholder map at Appendix A sets out the following:

- a. The identity of the stakeholder;
- b. The nature of the stakeholder's interest in the project;
- c. The stakeholder's information requirements;
- d. The channels through which these requirements will be met;
- e. The timing of such communications.

Quality

This strategy will meet the following quality standards:

Evaluation

This strategy will be evaluated as follows:

Appendix A: Stakeholder Communications Map

Stakeholder Communications Map

Stakeholder Group	Information Required	Communication Methods	Timing	Key Messages
Staff and employees of all stakeholder organisations listed below	Level of staffing for ESA Redundancies and pensions Terms & conditions of service Location of ESA and any regional offices Timetable for changes	Meetings with Unions Union membership of Stakeholders Group Union membership of Communications Steering Group DE Website ELB website/intranet Newsletter Cascaded briefing Road shows Press releases	On-going and as and when required May 06 onwards May 06 onwards TBD	RPA and ESA will improve the administration system for education Savings will be redirected towards front line services Every effort will be made to avoid redundancies Staff will be consulted about location

DRAFT

Stakeholder Group	Information Required	Communication Methods	Timing	Key Messages
				of ESA. ESA may not be on one site.

DRAFT

Stakeholder Group	Information Required	Communication Methods	Timing	Key Messages
ELBs (Board level)	<p>Structure, functions, accommodation and staffing requirements of ESA.</p> <p>Relationship with Departments.</p> <p>Governance and Accountability arrangements.</p> <p>Library arrangements</p> <p>Timetable for changes</p> <p>Plans for CEO Designate</p> <p>Role of EAF</p>	<p>Individual meetings</p> <p>Workshop</p> <p>Stakeholders Group membership.</p> <p>Communication Group membership</p> <p>DE website</p> <p>ELB website/Intranet</p> <p>Newsletter</p> <p>Road shows</p> <p>Press releases</p> <p>Newsletter</p>	<p>September 05 to date and as required</p> <p>May 06 onwards</p> <p>June 06</p> <p>May 06 onwards</p> <p>Monthly</p> <p>TBD</p>	<p>RPA and ESA will improve the administration system for education</p> <p>Savings will be redirected towards front line services</p> <p>Involvement in the process will help shape the outcomes</p> <p>A CEO Designate will be in place by Autumn 06 to help shape the new ESA.</p>

DRAFT

Stakeholder Group	Information Required	Communication Methods	Timing	Key Messages
CCEA	<p>Structure, functions, accommodation and staffing requirements of ESA.</p> <p>Relationship with Departments.</p> <p>Governance and Accountability arrangements.</p> <p>Support to be provided by ESA</p> <p>Timetable for changes</p> <p>Role of EAF</p>	<p>Individual meetings</p> <p>Workshop</p> <p>Stakeholders Group membership.</p> <p>Communication Group membership</p> <p>DE Website CCEA website/Intranet</p> <p>Newsletter</p> <p>Road shows Press releases</p>	<p>September 05 to date and as required</p> <p>May 06 onwards June 06</p> <p>May 06 onwards</p> <p>Monthly</p> <p>TBD</p>	<p>RPA and ESA will improve the administration system for education</p> <p>Savings will be redirected towards front line services</p> <p>Every effort will be made to avoid redundancies</p>
TRC	<p>Structure, functions, accommodation and staffing requirements of ESA.</p> <p>Relationship with Departments.</p> <p>Governance and</p>	<p>Individual meetings</p> <p>Workshop</p> <p>Stakeholders Group membership.</p> <p>Communication Group membership</p>	<p>September 05 to date and as required</p> <p>May 06 onwards June 06</p>	<p>RPA and ESA will improve the administration system for education</p> <p>Savings will be redirected</p>

DRAFT

Stakeholder Group	Information Required	Communication Methods	Timing	Key Messages
	<p>Accountability arrangements.</p> <p>Support to be provided by ESA</p> <p>Timetable for changes</p> <p>Future role of TRC</p> <p>Issues for Teaching Staff</p> <p>Ethos</p> <p>Role in Education Advisory Forum</p> <p>Role of EAF</p>	<p>DE website TRC website/Intranet</p> <p>Newsletter</p> <p>Road shows Press releases</p> <p>Meetings</p> <p>Meetings</p>	<p>May 06 onwards</p> <p>Monthly</p> <p>tbd TBD</p>	<p>towards front line services</p> <p>Involvement in the process will help shape the outcomes</p> <p>Ethos of schools will be protected</p> <p>To be considered as part of Review of Advice project</p>
CCMS	<p>Structure, functions, accommodation and staffing requirements of ESA.</p> <p>Relationship with Departments.</p>	<p>Individual meetings</p> <p>Workshop</p> <p>Stakeholders Group membership. Communication Group</p>	<p>September 05 to date and as required</p> <p>May 06 onwards June 06</p>	<p>RPA and ESA will improve the administration system for education</p>

DRAFT

Stakeholder Group	Information Required	Communication Methods	Timing	Key Messages
	<p>Governance and Accountability arrangements.</p> <p>Support to be provided by ESA</p> <p>Timetable for changes</p> <p>Future role of CCMS</p> <p>Issues for Teaching Staff</p> <p>Ethos</p> <p>Employing Authority issues</p> <p>Role on Education Advisory Forum</p> <p>Role of EAF</p>	<p>membership</p> <p>DE website</p> <p>CCMS website/Intranet</p> <p>Newsletter</p> <p>Road shows</p> <p>Press releases</p>	<p>May 06 onwards</p> <p>TBD</p>	<p>Savings will be redirected towards front line services</p> <p>Involvement in the process will help shape the outcomes</p> <p>Ethos of schools will be protected</p> <p>To be considered as part of Review of Advice project</p>

DRAFT

Stakeholder Group	Information Required	Communication Methods	Timing	Key Messages
C na G	<p>Structure, functions, accommodation and staffing requirements of ESA.</p> <p>Relationship with Departments.</p> <p>Governance and Accountability arrangements.</p> <p>Support to be provided by ESA</p> <p>Timetable for changes</p> <p>Future role of C na G</p> <p>Issues for Teaching Staff</p> <p>Ethos</p> <p>Role of EAF</p>	<p>Individual meetings</p> <p>Workshop</p> <p>Stakeholders Group membership.</p> <p>Communication Group membership</p> <p>DE website</p> <p>C na G website/Intranet</p> <p>Newsletter</p> <p>Road shows</p> <p>Press releases</p>	<p>September 05 to date and as required</p> <p>May 06 onwards</p> <p>June 06</p> <p>May 06 onwards</p> <p>TBD</p>	<p>RPA and ESA will improve the administration system for education</p> <p>Savings will be redirected towards front line services</p> <p>Involvement in the process will help shape the outcomes</p> <p>Ethos of schools will be protected</p> <p>To be</p>

DRAFT

Stakeholder Group	Information Required	Communication Methods	Timing	Key Messages
				considered as part of Review of Advice project
Catholic Trustees	<p>Structure, functions, accommodation and staffing requirements of ESA.</p> <p>Governance and Accountability arrangements.</p> <p>Support to be provided by ESA</p> <p>Timetable for changes</p> <p>Future role of CCMS</p> <p>Issues for Teaching Staff</p> <p>Ethos</p>	<p>Individual meetings</p> <p>Workshop</p> <p>Stakeholders Group membership.</p> <p>Communication Group membership</p> <p>DE website</p> <p>CCMS website/Intranet</p> <p>Newsletter</p> <p>Road shows</p> <p>Press releases</p>	<p>September 05 to date and as required</p> <p>May 06 onwards June 06</p> <p>May 06 onwards</p> <p>Monthly</p> <p>TBD</p>	<p>RPA and ESA will improve the administration system for education</p> <p>Savings will be redirected towards front line services</p> <p>Involvement in the process will help shape the outcomes</p> <p>Ethos of schools will be protected</p>

DRAFT

Stakeholder Group	Information Required	Communication Methods	Timing	Key Messages
	Role of EAF Employing Authority Status			
NICIE	Structure, functions, accommodation and staffing requirements of ESA. Relationship with Departments. Governance and Accountability arrangements. Support to be provided by ESA Timetable for changes Future role of NICIE Issues for Teaching Staff	Individual meetings Workshop Stakeholders Group membership. Communication Group membership DE website NICIE website/Intranet Newsletter Road shows Press releases	September 05 to date and as required May 06 onwards June 06 May 06 onwards Monthly TBD	RPA and ESA will improve the administration system for education Savings will be redirected towards front line services Involvement in the process will help shape the outcomes Ethos of schools will be protected

DRAFT

Stakeholder Group	Information Required	Communication Methods	Timing	Key Messages
	Ethos Role of EAF			To be considered as part of Review of Advice project

DRAFT

Stakeholder Group	Information Required	Communication Methods	Timing	Key Messages
RTU	<p>Structure, functions, accommodation and staffing requirements of ESA.</p> <p>Relationship with Departments.</p> <p>Governance and Accountability arrangements.</p> <p>Timetable for changes</p>	<p>Individual meetings</p> <p>Workshop</p> <p>Stakeholders Group membership.</p> <p>Communication Group membership</p> <p>DE website</p> <p>RTU website/Intranet</p> <p>Newsletter</p> <p>Road shows</p> <p>Press releases</p>	<p>September 05 to date and as required</p> <p>May 06 onwards</p> <p>June 06</p> <p>May 06 onwards</p> <p>TBD</p>	<p>RPA and ESA will improve the administration system for education</p> <p>Savings will be redirected towards front line services</p> <p>Involvement in the process will help shape the outcomes</p> <p>Teachers will have improved mobility and support in employment</p>

DRAFT

Stakeholder Group	Information Required	Communication Methods	Timing	Key Messages
GBA	<p>Structure, functions, accommodation and staffing requirements of ESA.</p> <p>Relationship with Departments.</p> <p>Governance and Accountability arrangements.</p> <p>Support to be provided by ESA</p> <p>Timetable for changes</p> <p>Future role of GBA</p> <p>Issues for Teaching Staff/ Boards of Governors</p>	<p>Individual meetings</p> <p>Workshop</p> <p>Stakeholders Group membership.</p> <p>Communication Group membership</p> <p>DE website</p> <p>GBA website/Intranet</p> <p>Newsletter</p> <p>Road shows</p> <p>Press releases</p>	<p>September 05 to date and as required</p> <p>May 06 onwards</p> <p>June 06</p> <p>May 06 onwards</p> <p>TBD</p>	<p>RPA and ESA will improve the administration system for education</p> <p>Savings will be redirected towards front line services</p> <p>Involvement in the process will help shape the outcomes</p> <p>Boards of Governors will retain their present decision making authority in schools</p>

DRAFT

Stakeholder Group	Information Required	Communication Methods	Timing	Key Messages
Staff Comm.	<p>Structure, functions, accommodation and staffing requirements of ESA.</p> <p>Relationship with Departments.</p> <p>Governance and Accountability arrangements.</p> <p>Support to be provided by ESA</p> <p>Timetable for changes</p> <p>Issues for Teaching Staff</p>	<p>Individual meetings</p> <p>Workshop</p> <p>Stakeholders Group membership.</p> <p>Communication Group membership</p> <p>DE website Staff Commission website/Intranet</p> <p>Newsletter</p> <p>Road shows Press releases</p>	<p>September 05 to date and as required</p> <p>May 06 onwards June 06</p> <p>May 06 onwards</p> <p>monthly</p> <p>TBD</p>	<p>RPA and ESA will improve the administration system for education</p> <p>Savings will be redirected towards front line services</p> <p>Every effort will be made to avoid redundancies</p> <p>Staff will be consulted about location of ESA.</p> <p>ESA may not be on one site.</p>
DE Staff	DE functions to transfer to new bodies.	Individual meetings Presentation by DE Senior	September 05 to date and as	RPA and ESA will improve

DRAFT

Stakeholder Group	Information Required	Communication Methods	Timing	Key Messages
	<p>Structure, functions, accommodation and staffing requirements of ESA.</p> <p>Governance and Accountability arrangements.</p> <p>Redundancies and pensions</p> <p>Terms & conditions of service.</p> <p>Location of ESA</p>	<p>Management</p> <p>Workshop</p> <p>Stakeholders Group membership.</p> <p>Communication Group membership</p> <p>DE website /Intranet</p> <p>Newsletter</p> <p>Road shows</p> <p>Press releases</p> <p>Edlines.</p> <p>Departmental Brief.</p> <p>Team Briefs.</p>	<p>required</p> <p>May 06 onwards</p> <p>June 06</p> <p>May 06 onwards</p> <p>TBD</p>	<p>the administration system for education</p> <p>Savings will be redirected towards front line services</p> <p>Every effort will be made to avoid redundancies</p> <p>Staff will be consulted about location of ESA.</p> <p>ESA may not be on one site.</p>
Parents	<p>Structures and functions of ESA.</p> <p>Implications of changes</p>	<p>Meetings in schools/colleges.</p> <p>DE website.</p>	<p>tbd</p> <p>Ongoing</p>	<p>RPA and ESA will improve the administration</p>

DRAFT

Stakeholder Group	Information Required	Communication Methods	Timing	Key Messages
	<p>in structures for schools and school pupils.</p> <p>Implications of changes in structures for youth service provision</p> <p>Role of EAF</p> <p>Availability of support at a local level</p>	<p>Press Releases.</p> <p>Letters</p> <p>Schoolbag drops/publicity in schools</p>		<p>system for education</p> <p>Savings will be redirected towards front line services</p> <p>Ethos of schools will be protected</p> <p>To be considered as part of Review of Advice project</p>
Young People	Structures and functions of ESA.	Meetings in schools/colleges/youth centres.	Tbd	RPA and ESA will improve the

DRAFT

Stakeholder Group	Information Required	Communication Methods	Timing	Key Messages
	<p>Implications of changes in structures for schools and school pupils.</p> <p>Implications of changes in structures for youth service provision</p> <p>Role of EAF</p>	<p>DE website.</p> <p>Press Releases.</p> <p>Letters</p> <p>Schoolbag drops/publicity in schools</p> <p>Newsletter</p>	<p>Ongoing</p> <p>May 06 onwards</p>	<p>administration system for education</p> <p>Savings will be redirected towards front line services</p> <p>Ethos of schools will be protected</p> <p>To be considered as part of Review of Advice project</p>

DRAFT

Stakeholder Group	Information Required	Communication Methods	Timing	Key Messages
Non-Teaching staff	<p>Terms & conditions of service.</p> <p>Implications iro management structure</p> <p>Timetable for changes</p>	<p>Meetings with Unions</p> <p>Union membership of Stakeholders Group</p> <p>Union membership of Communications Steering Group</p> <p>DE website ELB website/intranet Newsletter</p> <p>Cascaded briefing</p> <p>Road shows Press releases</p>	<p>On-going and as and when required</p> <p>May 06 onwards.</p> <p>May 06 onwards</p> <p>TBD</p>	<p>RPA and ESA will improve the administration system for education</p> <p>Savings will be redirected towards front line services</p> <p>Involvement in the process will help shape the outcomes</p>

DRAFT

Stakeholder Group	Information Required	Communication Methods	Timing	Key Messages
DEL & DCAL	<p>Structure and functions of ESA.</p> <p>Functions to transfer to ESA</p> <p>14-19 agenda</p> <p>Relationship with and between Departments.</p> <p>Governance and Accountability arrangements.</p> <p>Library arrangements</p>	<p>Individual/Interdepartmental meetings</p> <p>DE Website</p> <p>Newsletter</p> <p>Press releases</p>	<p>September 05 to date and as required</p> <p>May 06 onwards</p> <p>TBD</p>	<p>RPA and ESA will improve the administration system for education</p> <p>Savings will be redirected towards front line services</p>
Youth Council	<p>Structure and functions of ESA.</p> <p>Support to be provided by ESA</p> <p>Timetable for changes</p> <p>Future role of Youth Council/ outcome of</p>	<p>Individual meetings</p> <p>Workshop</p> <p>Stakeholders Group membership.</p> <p>Communication Group membership</p> <p>DE website</p>	<p>September 05 to date and as required</p> <p>May 06 onwards</p> <p>June 06</p>	<p>RPA and ESA will improve the administration system for education</p> <p>Savings will be redirected towards front</p>

DRAFT

Stakeholder Group	Information Required	Communication Methods	Timing	Key Messages
	Youth Services project	Youth Council website/Intranet Newsletter Road shows Press releases	May 06 onwards TBD	line services
Political Parties	Structure and functions of ESA Location of ESA Governance and Accountability arrangements. Timetable for changes Issues for Teaching Staff/ Boards of Governors Costs of implementation/savings	Individual meetings Workshop DE website Newsletter Road shows Press releases	September 05 to date and as required May 06 onwards TBD	RPA and ESA will improve the administration system for education Savings will be redirected towards front line services Involvement in the process will help shape the outcomes

DRAFT

Stakeholder Group	Information Required	Communication Methods	Timing	Key Messages
	Legislative timetable			
GTC	<p>Structure, functions, accommodation and staffing requirements of ESA.</p> <p>Relationship with Departments.</p> <p>Governance and Accountability arrangements.</p> <p>Support to be provided by ESA</p> <p>Timetable for changes</p> <p>Issues for Teaching Staff</p>	<p>Individual meetings</p> <p>Workshop</p> <p>Stakeholders Group membership.</p> <p>Communication Group membership</p> <p>DE website</p> <p>GTC website/Intranet</p> <p>Newsletter</p> <p>Road shows</p> <p>Press releases</p>	<p>September 05 to date and as required</p> <p>May 06 onwards</p> <p>June 06</p> <p>May 06 onwards</p> <p>TBD</p>	<p>RPA and ESA will improve the administration system for education</p> <p>Savings will be redirected towards front line services</p> <p>Involvement in the process will help shape the outcomes</p> <p>Teachers will have improved mobility and support in employment</p>
Schools	Structure and functions	Meetings with Unions	On-going and as	RPA and ESA

DRAFT

Stakeholder Group	Information Required	Communication Methods	Timing	Key Messages
	of ESA Issues for Teaching Staff Support to be provided by ESA Timetable for changes	Union membership of Stakeholders Group Union membership of Communications Steering Group DE website ELB website/intranet Newsletter Cascaded briefing Road shows Press releases	and when required May 06 onwards. May 06 onwards TBD	will improve the administration system for education Savings will be redirected towards front line services Involvement in the process will help shape the outcomes Teachers will have improved mobility and support in employment
Colleges	Structure and functions of ESA Support to be provided	Meetings with ANIC ANIC membership of Stakeholders Group	On-going and as and when required	RPA and ESA will improve the administration

DRAFT

Stakeholder Group	Information Required	Communication Methods	Timing	Key Messages
	by ESA Timetable for changes	ANIC membership of Communications Steering Group DE website ELB website/intranet Newsletter Cascaded briefing Road shows Press releases	May 06 onwards. May 06 onwards TBD	system for education Savings will be redirected towards front line services Involvement in the process will help shape the outcomes
Unions	Terms & conditions of service. Implications iro management structure Timetable for changes Opportunity for consultation/EQIAs	Meetings with Unions Stakeholders Group membership. Communication Group membership DE website ELB website/intranet Newsletter	On-going and as and when required May 06 onwards. May 06 onwards	RPA and ESA will improve the administration system for education Savings will be redirected towards front line services

DRAFT

Stakeholder Group	Information Required	Communication Methods	Timing	Key Messages
		Cascaded briefing Road shows Press releases	TBD	Involvement in the process will help shape the outcomes Teachers will have improved mobility and support in employment
Community and Voluntary organisations	Structure and functions of ESA. Support to be provided by ESA Timetable for changes Role of EAF	Individual meetings Joint Consultative Forum Workshop DE website Organisational websites/Intranets Newsletter Road shows Press releases	As required May 06 onwards June 06 May 06 onwards TBD	RPA and ESA will improve the administration system for education Savings will be redirected towards front line services

DRAFT

Stakeholder Group	Information Required	Communication Methods	Timing	Key Messages
Library Staff	Library arrangements Timetable for changes	Meetings with Unions Union membership of Stakeholders Group Union membership of Communications Steering Group DE website ELB website/intranet Newsletter Road shows Press releases	On-going and as and when required May 06 onwards. May 06 onwards TBD	RPA and ESA will improve the administration system for education Savings will be redirected towards front line services Involvement in the process will help shape the outcomes
Public Service Commission	Level of staffing for ESA Redundancies and pensions Staff surpluses and	Individual meetings Stakeholders Group membership Communications Steering	On-going and as and when required May 06 onwards.	RPA and ESA will improve the administration system for education

DRAFT

Stakeholder Group	Information Required	Communication Methods	Timing	Key Messages
	Timetable for changes	Road shows Press releases	May 06 onwards TBD	be redirected towards front line services Involvement in the process will help shape the outcomes