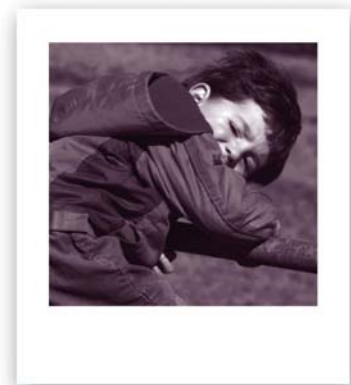
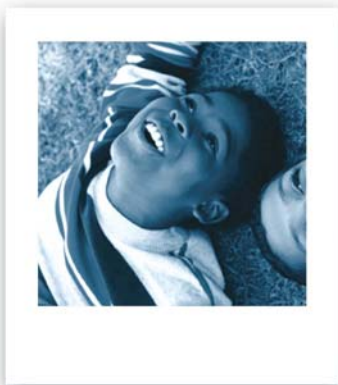




SCOTTISH  
**CHILDREN'S REPORTER**  
ADMINISTRATION

# COMMUNICATIONS STRATEGY | 2007-10



Integrated approach to communications ...

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# Contents

<b>Introduction</b>	<b>4</b>
<b>Aim and Benefits</b>	<b>5</b>
<b>Key issues affecting SCRA</b>	<b>7</b>
<b>Key messages</b>	<b>8</b>
<b>Internal Communications</b>	<b>10</b>
<b>External Communications</b>	<b>14</b>
<b>Monitoring our progress</b>	<b>18</b>
<b>Conclusion</b>	<b>19</b>

## Introduction

The Scottish Children's Reporter Administration (SCRA) is a national body responsible for taking decisions on whether children - about whom there are concerns - need to proceed to Children's Hearings.

The Children's Hearings System is unique to Scotland, where the welfare of the child remains at the centre of the system. The fundamental principle is that children who offend, and children who are in need of care and protection, are dealt with in the same system.

SCRA operates in a particularly high profile arena where the welfare and offending of children and young people is high on the political, media and public agendas.

There is currently a greater focus on children's services in Scotland through the Scottish Executive's 'Getting it Right' agenda. The draft Children's Services (Scotland) Bill and the wider 'Getting it Right' agenda will lead to a period of change and transition for SCRA and the Children's Hearings System, along with those involved in the delivery of Children's Services.

During such a time of transition, it is important that staff are prepared for any change. It is vital that SCRA undertakes a planned and sustained approach to communications, not only to support our core business of delivering a first class service to children, young people and their families, but to ensure our internal audience is fully engaged in any change process. It is also important that our external audience – including key partner agencies - is fully informed about the impact of such change on the Children's Hearings System and the children it deals with.



## Aim

The aim of SCRA's communications strategy is to set out the issues, the approach and actions which will be employed to develop the way in which SCRA communicates with key audiences – particularly our internal audience.

This strategy has been developed following consultation with staff in headquarters and in the regions. It replaces SCRA's previous internal and external communications strategies which covered the period from 2004-2006.

This document presents an integrated approach to communicating with SCRA's stakeholders (both internally and externally) and details priority actions. This approach aims to ensure that staff, external stakeholders and the public understand why and how we propose to communicate, but also how communication can be planned more effectively to support the delivery of SCRA's Corporate Plan for 2007-10.

Communication affects every person in the organisation and it is vital that communication-related actions are not implemented in isolation. Communication-related activity needs to be aligned with the overall objectives of SCRA, and must reflect developments and priorities within the organisation.

The power of communication should not be underestimated. Good or bad communication can have a subtle, but serious impact on public confidence, staff morale, media reporting, our organisational reputation, partner perceptions and the service we provide to children and families.

## Benefits

The key to successful engagement with our internal and external audience is to keep them suitably informed about developments and activities happening within SCRA - and more importantly – how it impacts on them.

The adoption and implementation of a clear and open communications strategy will result in a number of tangible benefits, including;

- Informing and involving staff to ensure they have access to relevant and timely information, in the most efficient and professional manner to allow them to carry out their roles effectively. This will enhance two-way communications and promote engagement across the organisation.
- Clear communication regarding SCRA's role in the 'Getting it Right' agenda will lead to stronger understanding and co-operation from staff and partners.
- Informing children and families directly involved in the Children's Hearings System of the work and responsibilities of the Reporter and SCRA, and how we can help them.
- Increasing awareness among relevant agencies of our role and remit. This will foster improved relations with key stakeholders, and lead to a better understanding of when children should be referred to the Reporter.

- Growing general public awareness of SCRA and an understanding of our role within the Children's Hearings System.
- More positive media reporting as journalists become better informed of our work within the Children's Hearings System.
- Lead to an increase in confidence in SCRA as an organisation among staff, and with the public and key stakeholders.

This strategy will be supported by a communications action plan. The action plan for 2007-08 is attached at Appendix 1.



## Key issues affecting SCRA

As mentioned previously, a communications strategy cannot exist in isolation. It must complement SCRA's overall aims and objectives.

This document will be guided by the organisation's Corporate Plan, which details the way forward for SCRA over the next three years. Any communications activity will support this overarching plan.

The overall communications strategy will be reviewed and amended as change and developments occur, to ensure there is consistency in our approach.

### External forces and drivers

As well as our own internal demands, there are other factors which influence the direction and content of our communications. The political environment, the electoral cycle, public sector reform and budgetary pressures are all key drivers for communication.

The next phase of the Scottish Executive's 'Getting it Right' agenda is currently underway. The possible resulting legislation from the draft Children's Services (Scotland) Bill, will have significant implications for SCRA and partner agencies in terms of structures, processes and service delivery.

In addition, the last Policy and Financial Management Review (PFMR), undertaken and published by the Scottish Executive states "...SCRA has still to emerge as an open, communicating organisation." This was published in November 2002, and despite considerable efforts to address these issues, there are still areas where communications can be strengthened.

### Target audiences

SCRA's key audiences fall broadly into the following groups;

- All members of SCRA staff across Scotland.
- SCRA Board members.
- Children's Panel Chairman's Group (CPCG) and Panel Members
- Children and their families.
- Victims and vulnerable witnesses.
- Scottish Executive – Ministers and officials
- Partner organisations, including; ACPOS, ADSW, ADES COSLA and individual local authorities (including social work and education).
- Crown Office and Procurator Fiscals Service.
- Health agencies
- Elected members at local and national levels (MSPs, MPs, MEPs and local councillors)
- Voluntary organisations.
- UNISON
- Media – local, regional and national.
- The general public.
- Academics and researchers.

A record number of referrals were made to the Children's Reporter in 2005-2006 – over 97,600 referrals. In this climate of a large workload with finite resources, clear communication is vital to reach our target audiences at the right time with the right message. How we translate and disseminate our activities, vision and values is integral to the effectiveness and reputation of SCRA as a whole.

Later in this document we will examine exactly how communications can reach the key audience groups.

## Key messages

Different groups of people have different needs in terms of what type of information they require and in what format. However, as SCRA has limited resources for communications, it is critical that key messages are carefully crafted, targeted effectively and communicated in a variety of ways.

There are messages which broadly apply to the majority of our stakeholders, whilst there are other more specific messages for particular groups and key individuals.

The following is a selection of our key messages both internal and external;

- SCRA is a national organisation which operates under the fundamental principle of the Children's Hearings System - that children who offend and children in need of care and protection, are dealt with in the same system.
- We place the welfare and safety of children at the heart of everything we do.
- We share the Scottish Executive's vision for Scotland's children and we can make a significant contribution to that vision.
- We are focused on children most in need of compulsory intervention and aim to make effective and timely decisions about the need for compulsory measures of supervision.
- We support Panel Members to make good decisions.
- We strive to enable children and families to participate effectively in Hearings.
- We are a listening, open, fair and inclusive organisation - we support and develop our staff.
- We provide data and disseminate information to influence, inform and provide assurance.
- We are committed to working with our partners to enhance performance across the Children's Hearings System.
- We are focused on improving our performance in terms of service delivery.
- We are committed to playing our part in the implementation of the Getting it Right agenda, which seeks to ensure that children receive the most appropriate and timely interventions.

## Communications Mix

To ensure we get these messages across to our stakeholders, we must use a flexible mix of communication methods. This communications strategy recognises that individuals, organisations and partners all have different information needs.

However, it is recognised that our communications capacity is limited, as SCRA's priority is to focus resources on delivering front line services. Therefore, getting the right mix of communications to the right people at the right time is critical to our effectiveness as an organisation. To successfully implement this communications strategy, we will use an appropriate mix of methods both internally and externally. This will be covered in more detail later in the document.

## **Risks/barriers to successful communication**

Every decision we make is potentially open to scrutiny. Therefore, communications must be considered as part of any discussion which is likely to have an impact on the organisation or its reputation. Communications cannot be an after thought. Almost every management decision made will either have an internal or external communications implication.

Failure to engage and communicate can lead to a poor or badly damaged reputation. Lack of effective communication can influence the perception of an organisation. Research by MORI has shown that the less people know about an organisation, the less likely they are to rate it. Another risk to effective communications is a fear of conveying difficult messages. We need to be brave and confident.

Another potential risk is the failure to cultivate a good working relationship with key media outlets and individuals. However, this is relatively simple to overcome and will be covered in more detail later in the strategy.

There must be strong links with key internal departments such as Human Resources to ensure continued engagement and effective two-way communication with SCRA's recognised trade union, UNISON.

## Objectives and Actions

This section of the strategy is broken down into two main areas; internal and external communication. It will outline the issues, key objectives and actions for future development.

### Internal Communications

SCRA has over 500 staff spread over 42 offices and Hearing Centres. Staff within SCRA cover a wide spectrum of roles, from those involved in the frontline delivery of the Reporter service, to administration, planning and service development roles, as well as centralised corporate functions such as human resources, finance and property.

SCRA recognises the importance of internal communications in supporting the effective progress and development of the organisation.

In order to successfully implement an open and effective internal communications policy, it is important to understand the needs of staff and to appreciate there are differences in these needs, and plan communications to take account of them.

It is also important to recognise that internal communications are not always driven centrally and rightfully so - regions and local offices have a crucial role to play in achieving high quality internal communications. Two-way communications is vital to the success of this strategy and every member of staff has a role to play in making this happen.

The role and responsibility of SCRA's managers, at all levels, are key to sustaining effective two-way communication up, down and right across the organisation.

Whether strategic or operational, internal communications must be timely and appropriate to ensure maximum staff engagement.

To achieve this, the communications strategy will employ a number of methods.

### Intranet

The intranet has expanded considerably since it was introduced in 2003. It is an excellent tool for communicating with members of staff, however, the current site has become overpopulated and increasingly difficult to navigate. Concerted efforts are currently being made to rectify this and make the intranet easier to use. However, the structure of the site – while relevant at the time of its implementation – is now technologically out of date and the administrative tool does not allow for basic tasks to be carried out, such as changing the home page and deleting outdated pages. While a streamlining process is currently on-going by members of the Press and Communications Team, a more radical upgrade will be required in the near future if we want to have a manageable and user friendly intranet which staff want to use. This will be developed in 2007-08.

## Internal publications

- Service Update
- National Reporter
- Newsflash

These have a key role to play in the communications mix within SCRA.

**Service Update** – this was recently redesigned (December 2006) in a bid to create a more modern electronic publication following the current corporate 'look'. Although the Service Update is a direct communication from EMT, it is important that the language used encourages staff to read it. The Service Update provides an important service as it can inform every member of staff of important and urgent developments. At the moment, the Service Update is e-mailed to staff in a PDF format, however, to ensure a more professional approach, testing is currently being carried out to send the publication by HTML. In recent months, the Service Update has started to be sent to staff on a more regular basis – this should continue and be issued every four to six weeks.

**National Reporter** – this publication should be published quarterly. A recognised cycle needs to be established as a priority, so that staff can anticipate its arrival on their desks. National Reporter should contain a good mix of corporate messages, news from the regions and human interest stories involving staff. There is still some reluctance to submit story ideas from staff and this will be addressed by the Press and Communications Team by regular contact with local offices. At the moment we do not have a design and print contract for National Reporter and three quotes are received for every edition. This is time consuming and does not always encourage a consistent look. As a priority we need to consider awarding an on-going contract (perhaps yearly) to a suitable company to work with Press and Communications on the design and printing of the National Reporter. This will be progressed in 2007-08.

**Newsflash** – this is a weekly electronic communication distributed by e-mail. This promotes the use of the intranet with direct links to new documents and provides updates on areas such as practice guidance. This is an important communication tool and should continue. However, the style of Newsflash is changing – a new design is being created (spring 2007) and like the Service Updates, this will also be sent to staff as an HTML.

**News Cruise** – in addition to these three all staff communications, there is an additional electronic publication which focuses on Practice issues. News Cruise is published on the intranet on a regular basis and focuses on cases of interest. This is targeted at Reporters in particular, but it is accessible to all staff on the intranet.

## Technology

SCRA should embrace developments in technology - such as video conferencing - to communicate effectively with staff.

**Email** – this is an excellent and timely way of communicating with people right across the organisation. One message can be communicated to large numbers of staff at the click of a button. However, there appears to be an over emphasis on email. It is vital that staff do not ‘switch off’ to information sent by email due to receiving superfluous messages. New members of staff are given guidance on the use of email during their induction, but a proposed review and then a re-issue of email etiquette would start to address this issue.

**Freedom of Information** – there are strong links between use of email and other written communications, and SCRA’s obligations under the Freedom of Information (Scotland) Act 2002 (FOISA). All written communications are potentially the subjects of Freedom of Information requests, whether these are formal letters to stakeholders, or less formal emails between staff. SCRA has released such information on many occasions in response to requests made under FOISA. This means that all staff should be aware that anything they write can be released and adapt their written style accordingly.

**Electronic consultation** – this was recently introduced during the staff consultation process for the draft Children’s Services (Scotland) Bill. The software is now in place to utilise this method of communicating/consulting with staff in the future. This electronic form is simple to use and should encourage more responses from staff. This should be used for future consultation/engagement with staff.

**Wage slip messages** – everyone reads their wage slip each month. There is an opportunity for SCRA to communicate directly with every member of staff every month, or as when required. These would be short and simple messages to highlight and reiterate key developments. The possibility of this is currently being scoped out and will be taken forward appropriately.

**Text messages** – communications has a major role to play in any contingency planning for the organisation. During a major incident, it is vital that staff are reached quickly. Software is available which would allow SCRA to build up a database of staff mobile telephone numbers and these could be grouped into different regions/offices. In an emergency situation, a text would be sent advising them of information, such as where to report for work.

**Face to face** – whilst technology must be embraced to improve communication, the power of face to face contact cannot be underestimated. In addition to team meetings and briefings in local offices, personal contact with the centre allows for a two way exchange of communication. Visits to local offices by the Principal Reporter and the Director of Reporter Operations, leads to a greater feeling of involvement and provides the centre with direct feedback, as well as a shared understanding of issues. It is also important that managers take some responsibility for communications at local level. It is vital that information is cascaded down to staff at every level.

**Staff conference** - Although staff overall, have welcomed the opportunity to come together in this way, views on how useful this is, have varied. The conference is also costly to run. There may be other more financially viable options available to still allow for full and frank staff engagement – such as road shows or staff forums. Plans are being developed between the Press

and Communications and Training teams to deliver a number of staff and managerial briefings in 2007-08.

**Regional communication** – while a co-ordinated, corporate communications message from EMT is essential, the importance of regional communications must not be overlooked. Currently, regions communicate with staff in a variety of ways. To improve consistency and create a way of communicating with regional staff, a template for an electronic publication will be designed. This will have a ‘corporate look’ - however, it will be the responsibility of individual regions to use the template when appropriate. This would be an additional tool to team meetings and briefings. A draft template is currently being designed following consultation with the regions.

## Events

**Events management** – the Press and Communications Team will continue to provide guidance, support and direction for all existing and new events within the organisation. Every year SCRA runs a number of events, whether it is a training day or an event with partners. It is important we carry out a comprehensive audit of internal events to guarantee best practice across the board and to ensure that events are prioritised to meet the needs of the Corporate Plan. The Press and Communications team will develop closer working with the Training Team to assist in promoting training days.

**Staff induction** – this is an important element of communication for all new staff. As part of SCRA’s communication with new members of staff, the induction seeks to provide an overview of the organisation and provide new staff with information they need to be effective. During the induction, members of staff are given a 25 minute input from the Press and Communications team on the role of the team and how staff can play a role in effective communications. Whilst an input on Press and Communications is important, perhaps it should also be considered incorporating a small section on Freedom of Information within the allocated time slot as this has such an impact on so many areas of communication.

**Official openings** – it is important there is a corporate approach when planning the official opening of new buildings. A formal communications policy for this particular type of event will be developed (2007-08). This will ensure a consistent and corporate approach on every occasion.

**Intranet events section** – everyday members of staff attend conferences and events. It is valuable to know who is attending what event. Therefore, a previously unused events calendar on the intranet has been revived for 2007 and members of staff are being encouraged to inform the Press and Communications team of items of interest to populate this site. This will provide an overview of events across the organisation.

**Internal marketing** – it is important SCRA has a consistent approach, not just in our written and verbal communication, but in our overall ‘look’. A corporate style guide will provide staff with guidance on the correct MS Powerpoint backgrounds to use and ensure correct use of SCRA’s logo in all correspondence. This will also include backdrops which are used at both internal and external events.

**Management Development** – as stated earlier, the role of all managers in aiding and facilitating effective communications in any organisation is vital. SCRA's needs in this regard are particularly critical given the diverse spread of staff offices and locations throughout Scotland. The HR & OD Department is leading the development of appropriate leadership and management development opportunities for managers throughout SCRA. Communications will feature in this development programme.

This list of internal communication methods is not exhaustive and will be developed over time, so that internal communication practices are continually being improved.

## External communications

### Media

The importance of media relations to SCRA has been acknowledged in previous media strategies. The high profile agenda, combined with a number of high profile cases involving children, have served to heighten the media's interest in SCRA in recent years. Currently, SCRA has a limited relationship with the media and there remains a need to build a proactive approach to media relations. In November 2006, SCRA re-appointed Media House as media advisers and it is important that we maximise their expertise to improve our relations with the Scottish media at local, regional and national level.

This communications strategy aims to manage the organisation's contact with the media, to influence reporting and to achieve greater public understanding of SCRA.

To achieve this, the Press and Communications Team will enhance its links with Media House to provide a service that responds to enquiries professionally and effectively. We must seek opportunities to positively influence media reporting and gain positive coverage by developing good relationships with key media representatives. We currently provide a newspaper monitoring service to gauge reaction to particular events, such as the publication of the Annual Report – this service, although costly, is a vital part of this communications strategy. This information is shared daily with EMT and weekly with every member of staff through Newsflash.

In some previous reporting, inaccurate and misleading information about SCRA has been presented. It is important that the media have a sound understanding of our work. Therefore, to further enhance existing relations with media contacts and to build knowledge of new journalists, media briefing packs will be developed in 2007. This will provide the media with information at their fingertips on key issues and items of interest, such as new SCRA research.

The attendance of journalists at Children's Hearings is very rare, however SCRA currently does not have a formal policy which covers media attending Hearings. To ensure a consistent approach across the organisation, a protocol will be developed to cover this eventuality.

SCRA has previously undertaken Media Awareness Training for all managers in the organisation. The previous exercise also involved Panel Chairs and this was viewed positively by them while also helping to clarify respective roles and responsibilities in terms of speaking with the press and media. Plans will be developed to undertake a new round of Media Awareness Training and the opportunity to involve Panel Chairs will again be discussed with the Scottish Executive Sponsor Division who funded this aspect of the previous training programme.

### Web site

SCRA's web site at [www.scra.gov.uk](http://www.scra.gov.uk) was developed three years ago as a means of external communication. While the web site has enormous potential,

it is in a similar position to the intranet. The current structure of the web site – while relevant at the time of its implementation – is now outdated technologically and the administrative tool does not allow for basic tasks to be carried out, such as changing the home page. Therefore, the web site has been static for some time.

SCRA wants its web site to be; accessible, user friendly, clear, fresh and up to date, and a dynamic, interactive and reliable source of information. Therefore, work has started on an upgrade of the website. A thorough gap analysis has been carried out and there has been wide consultation with key departments and individuals. A tender exercise has been carried out to select the contractor to upgrade the web site. This project will start shortly and the improved web site will be thoroughly tested before 'going live' later this year.

An updated web site will greatly enhance SCRA's external communications and it will also enable us to get feedback on numbers of visitors which the current website is unable to provide. The website will also allow us to communicate with children, families, Panel Members and even staff in emergency situations. It will also allow SCRA to fulfil its Freedom of Information responsibilities through the web-based Publications Scheme.

### Stakeholders

Whilst it has been previously highlighted in this document, there can be no substitute for face to face communication, we must utilise other tools in the communications mix to reach our target audiences.

**Children and families** - Children, young people, their families and carers are the principal audience for SCRA. The welfare of children and young people is at the heart of everything we do, therefore communicating with children and their families is a key priority for the organisation. Leaflets which are currently sent to children asking them to attending Hearings, are now 10 years out of date. Introducing more up to date leaflets is a priority and this has recently been completed. In addition to the leaflets, further consideration needs to be given to communicating with children and families, including information posters for Hearing waiting rooms. Closer working with Children's Services will ensure the right information and any changes to processes, are communicated to children and families.

**MSPs** - the May 2007 election to the Scottish Parliament has brought an increased political awareness of many of the issues SCRA deals with, and therefore, a greater focus on the organisation as a whole. The communications strategy will complement the public affairs programme to ensure current MSPs as well as the new intake, are kept well informed. MSP briefing packs have been prepared and these will be added to as new research is completed. The packs can also be distributed to other key groups/individuals such as local authority conveners of social work/education and the media.

**Key Partners** - central to a successful Children's Hearings System is SCRA's engagement with partners. Working either at a national policy development level or a local implementation level, partnership working is essential in providing joined-up services to children and families. As all partners wrestle

with the implications and individual impacts of the 'Getting it Right' agenda, the communications strategy will enable SCRA to influence and inform our key partners of the necessary changes to deliver better outcomes for children.

**General public** - the extent of awareness among the general public of SCRA is unknown. More needs to be done to increase general awareness. New leaflets have been produced entitled 'How it works' – this explains in a simple and easy to read format about the work of SCRA and the Hearings System. This can be given out at public events and conferences to increase awareness. In addition, an enhanced more user friendly website (as mentioned previously) may encourage a greater awareness of SCRA.

## External methods of communication

**Campaigns/advertising/sponsorship** – with the exception of recruitment advertising, the use of advertising to highlight the work of SCRA is limited. This is due not only to limited resources, but the sensitive subject matter handled by the organisation, combined with the fact that service users do not necessarily chose to participate in the Children's Hearings System, means that any advertising should be considered extremely carefully. This does not mean that at some point in the future, we do not explore the use of advertising campaigns to promote our messages.

**Sponsorship** – as a public sector body SCRA does not view sponsorship as a significant element of our communications mix. We will work jointly and in partnership with relevant organisations, prioritising those initiatives which fit strongly with our Corporate Plan. An example of this is the successful Edinburgh International Book Festival Event which has already established itself as an "annual fixture" in SCRA's programme of raising awareness and engaging with partners. First sponsored by SCRA in 2005, the event aims to raise awareness and stimulate thinking, particularly amongst policy-makers, on the circumstances and needs of children. Discussions are already underway with organisers for this year's Book Festival which will take place on Friday 17 August 2007.

**New external publication** – SCRA's main method of formally communicating with stakeholders is the Annual Report which is distributed in November. To expand our communication with partners in a less formal, but still corporate manner, it is proposed introducing an electronic newsletter in 2007 which can be emailed to a contacts database list of individuals and organisations. It is suggested this e-newsletter is distributed once or twice a year. This will include the most appropriate articles from the National Reporter, as well as additional information relevant to partners. This will ensure the National Reporter remains a staff magazine.

**Public performance reporting** - the new web site will allow for enhanced reporting of up to date data and it is important that strong links are built with SCRA's Data team to ensure the most current data is available through our web site.

**Corporate Reports** – all of these publications have a major role to play in providing important information to SCRA's internal and external audience.

There is currently no formal standard set down for reports such as the Organisational Performance Report, and they all have different designs. To ensure professionalism in all our communications such as the Annual Report and Corporate Plan, a streamlining of processes and procedures must be considered, as well as ensuring all external documents follow the current 'corporate look'.

**Events** - it is important that a high profile organisation like SCRA attends and presents at key conferences and exhibitions. Not only will this increase SCRA's visibility, but help inform people about the nature of our work, and the demands placed upon the organisation. However, we must recognise our limited staffing resources for these events and ensure they are targeted accordingly.

**Public speaking opportunities** - this communications strategy encourages and supports key members of the organisation with specialist expertise to speak at relevant conferences and events. Consideration should be given to a protocol for staff attending or speaking at events, including the preparation of materials used in any presentations.

**Merchandising** – it is important that SCRA has good quality marketing materials, within limited budgets. This will ensure a professional look, particularly at external events. Our corporate backdrops and literature used at conferences and other events are currently being redesigned to allow for a more corporate look.

## Monitoring

Monitoring and evaluation must be factored in to SCRA's communications strategy to ensure that the successes of our information flows can be assessed. Communication activity will be evaluated to ensure that it adheres to the principles and values of this strategy.

There are a number of options available to evaluate the effectiveness of communications both internally and externally:-

**Staff evaluation** - staff comments/questions could be invited by e-mail or by print tear off and return slips in the National Reporter. An annual staff survey on communications activity could be conducted electronically which would also give accurate feedback, while verbal feedback from members of staff should also be considered. Electronic or written evaluation reports should also be used following staff events/briefings.

**External communications** - the number of hits to the SCRA web site could be examined, the numbers of positive, negative, neutral articles and letters to the editor in the press following key events such as the launch of our Annual Report. Relevant Freedom of Information requests or Parliamentary Questions could also be included as part of this intelligence gathering. SCRA should also consider verbal or written feedback from key contacts and opinion formers.



## Conclusion - Delivering an integrated communications approach

This strategy sets out a communication framework for the next three years for SCRA. It is one that is both challenging and ambitious. It builds on the good progress already made, and it reflects the objectives and priorities in SCRA's Corporate Plan 2007-10.

The strategy will be driven by EMT and implemented by the Press and Communications team. However, in reality, effective communication is the responsibility of every member of staff whatever their role within SCRA. Therefore, deliverability is dependent on the creation of a culture where communication is valued, and effective communication is seen as a priority.

The effectiveness of this strategy will also depend on using relevant communications techniques to deliver a clear and coherent set of messages to key audiences about SCRA.

As mentioned previously, the communications strategy should not be viewed as a stand alone document. It sets out the principles and culture against which all communication activities across the organisation will be delivered.

This strategy, along with the attached communications action plan, will be monitored and reviewed on a regular basis and will continue to reflect changes and developments across the organisation.

April 2007

If you require this report in an alternative format, please contact us to discuss your needs. Electronic copies of this report are available from our website.

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