



Scottish Information
Commissioner
www.itspublicknowledge.info

Communication and Engagement Framework

Our strategic approach: 2021-2024

Introduction

1. The Scottish Information Commissioner's Strategic Plan 2020-2024 sets out a vision that:
"The impact of freedom of information (FOI) is increased, being recognised and valued as the key enabler of openness and transparency of public functions in Scotland, enhancing people's right to access the information that matters to them".
2. To realise this vision, the Plan sets out the Commissioner's office will deliver the following objectives:
 1. increase knowledge and understanding of FOI rights
 2. enable and support high standards of FOI policy and practice
 3. develop Scottish public sector culture and practice where the proactive disclosure of information is routine and valued
 4. influence and support the development and strengthening of Scottish FOI law and practice
 5. contribute to Scotland being respected as a world-leader in openness and transparency
 6. be recognised as an organisation of independent and trusted experts that is run efficiently, governed effectively and is open and transparent.
3. This document sets out the communication and engagement framework which will support the Commissioner in the delivery of these objectives, and details how activity under this framework will be measured and assessed.

Background

4. This framework follows on from the activity delivered through the Commissioner's Communication Strategy 2015-2020 (updated and revised in November 2019).
5. We met and exceeded two of the measures in the Commissioner's Communication Strategy 2015-2020. Specifically, we exceeded our target to achieve a 20% increase in the total number of subscribers to the Commissioner's website content (this was met in 2016-17), while also exceeding our target to increase the number of annual impressions on Twitter to 450,000 by 2020 (502,600 impressions achieved).
6. However, other measures were not achieved. These included increasing the number of applications to the Commissioner via the online appeal portal to at least 40% (38% increase achieved), increasing the number of annual absolute unique website visits by 20% (10.5% increase achieved) and increasing the number of subscribers to the Commissioner's email services. A number of factors contributed to these measures not being achieved, including challenges relating to the performance and accessibility of the Commissioner's website and delays to the introduction of a new email service.
7. Experience developed through the Commissioner's Communication Strategy 2015-2020 has informed the development of the 2020-2024 framework.
8. In accordance with the Public Sector Bodies (Websites and Mobile Applications) Accessibility Regulations 2018, since 23 September 2020 all public sector bodies have been required to ensure any websites they operate are accessible. This requirement has been considered in the development of the 2020-2024 framework. The use of the words "accessible" or "accessibility" in this framework are references to that requirement.

Our values

9. The following values (taken from the Nolan Committee's principles) are core to the identity of the Commissioner, the organisation and its staff. These values underpin our work, and should be reflected in all of the Commissioner's communication and engagement activity. They are:
 - (i) Selflessness
 - (ii) Integrity
 - (iii) Objectivity
 - (iv) Accountability
 - (v) Openness
 - (vi) Honesty
 - (vii) Leadership

Our communication approach

10. Through our communication and engagement activity we will aim to:
 - (i) communicate in a clear, helpful and professional manner with all our stakeholders, tailoring our style and tone to meet the specific needs of individuals and audiences
 - (ii) be open, approachable, accessible and responsive to all those with whom we engage.
 - (iii) seek to inform and enhance FOI policy and practice in Scotland, and the narrative surrounding them
 - (iv) actively seek opportunities for dialogue, feedback and collaboration with stakeholders, to ensure our activities and resources are directly informed by their needs and experiences
 - (v) engage with people in the locations, channels, discussions and forums in which they are active
 - (vi) regularly review, assess and seek improvements in the ways in which we communicate, to meet the needs of our stakeholders as effectively as possible.

Our communication goals

11. All of our communication and engagement activity will be undertaken to support the fulfilment of the Commissioner's strategic objectives for 2020-2024. Below we set out our high-level communication goals which will contribute towards the delivery of these objectives. Further specific, targeted and measurable objectives will be set within specific project documentation arising from this framework.
12. Our high-level communication goals are to:
 - (i) **increase knowledge and understanding of FOI rights**
 - (a) To provide information, advice and guidance on FOI rights and FOI practice in formats which are clear and accessible, and are tailored, where appropriate, to meet the needs of individual stakeholder groups
 - (b) To promote FOI rights and the accessibility of FOI information and guidance in the forums where our stakeholders are active
 - (c) To support an increase in the awareness of FOI, and the understanding of FOI rights, amongst the Scottish population
 - (d) To support an increase in FOI awareness/understanding amongst demographic groups where this is lower (e.g. young people).
 - (ii) **enable and support high standards of FOI policy and practice**
 - (a) To provide appropriate information, guidance, training and advice to support Scottish public authorities to develop and maintain improvements in FOI policy and practice
 - (b) To develop and maintain a range of communication channels to ensure support is delivered through a range of accessible routes

- (c) To support and encourage improvements in FOI policy and practice in the forums where our stakeholders are active
 - (d) To highlight and promote our enforcement activity and the consequences, impacts and outcomes from that activity
 - (e) To communicate relevant learning from the full range of the Commissioner's activities (including decisions, interventions, research, etc.) to ensure that the potential benefits arising from the Commissioner's work are maximised.
- (iii) **develop Scottish public sector culture and practice where the proactive disclosure of information is routine and valued**
- a) To provide appropriate information, advice and guidance to support the proactive disclosure of information by public authorities
 - b) To promote good practice in the proactive disclosure of information; highlighting best practice, communicating benefits, sharing learning and encouraging innovation.
- (iv) **influence and support the development and strengthening of Scottish FOI law and practice**
- a) To be a leading contributor wherever discussion around FOI law and practice is taking place, whose conclusions are evidence-based and informed by all relevant research and analysis
 - b) To proactively seek opportunities to support the development and strengthening of FOI law and practice in Scotland, and constructively engage in relevant forums
 - c) To initiate, develop and publish appropriate research, guidance or reporting (including Special Reports) which may inform the development of FOI law and practice
 - d) To communicate the views of the Commissioner on significant issues in appropriate external media.
- (v) **contribute to Scotland being respected as a world leader in openness and transparency**
- a) To actively support and engage in appropriate international forums (e.g. the International Conference of Information Commissioners)
 - b) To showcase FOI best practice and learning from Scotland through these forums
 - c) To identify relevant FOI best practice from other jurisdictions, and ensure this informs the development of FOI law, policy and practice in Scotland.
- (vi) **be recognised as an organisation of independent and trusted experts that is run efficiently, governed effectively and is open and transparent**
- a) To respond timeously, helpfully and appropriately to stakeholder communications and interactions
 - b) To regularly publish relevant, accurate and reliable information relating to the work of the Commissioner and the running of the organisation
 - c) To ensure that the information we publish is accessible and transparent

- d) To ensure that all our communication and engagement activity aligns with our organisational values.

Our audiences

13. To ensure our communications are effective, we will tailor them wherever possible to the people with whom we engage. Our stakeholder audiences can be segmented into the following groups:
 - (i) Users or potential users of FOI
 - (ii) Public authority staff
 - (iii) Policy stakeholders
 - (iv) Corporate / organisational stakeholders

Audience 1: Users or potential users of FOI

Audience 1: Description

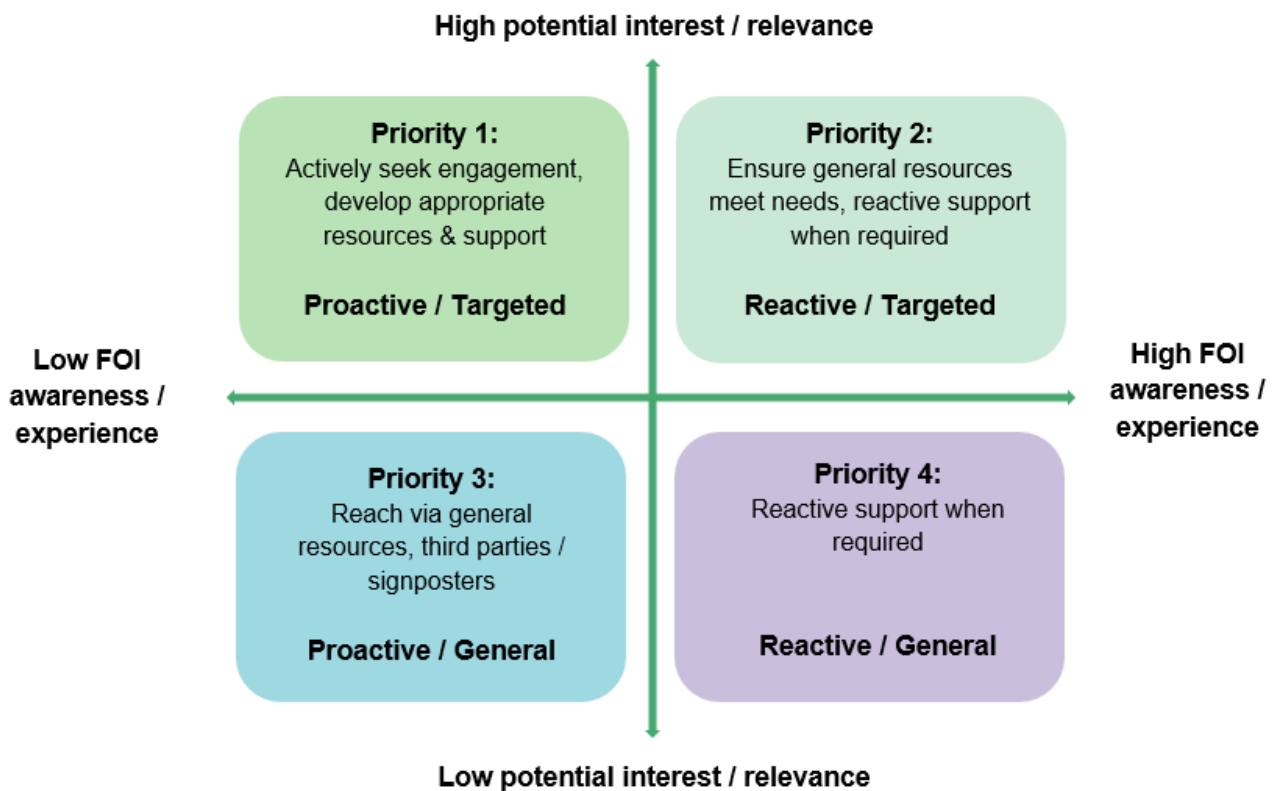
14. This audience will include individuals and groups across Scotland who interact with Scottish public authorities and use the public services provided. Anyone who interacts with a public authority for any reason may, at some point, have cause to make use of their FOI right to access the information it holds. For this reason, it is important to us that all people have at least a general awareness of FOI rights, and a basic understanding of what this might mean in practice.
15. Alongside members of the public, this audience will include members of other groups who may have cause to make use of their FOI rights. This will include, for example, journalists, campaigners, elected representatives, academics or public authority employees themselves.

Audience 1: Levels of awareness and experience

16. Within Audience 1 there will be varying levels of awareness of FOI and varying levels of experience using the FOI right. Individuals and groups will also have varying levels of interest in using FOI, and the benefits that may be achieved through FOI use will also vary, depending on circumstances.

Audience 1: Strategy and priorities

17. Our communication and engagement activity will provide general resources and guidance for Audience 1 as a whole, while also providing reactive support, for example in response to specific requests or enquiries. Through this, we will aim to provide an appropriate level of support to enable all citizens to be informed of their FOI rights, and to have access to the information required to put those rights into effect, when the need arises.
18. In addition to this, we will also provide more targeted support for group members (including demographic groups) where lower levels of awareness and experience is evident, or where there may be significant interest in, or relevance and potential benefits arising from, FOI use.
19. Our general approach to communication and engagement with Audience 1 is therefore described in the following chart:



Audience 1: Our objectives

20. Through our activity, we hope to have the following impacts:

What we want Audience 1 to KNOW

- What their FOI rights are
- That FOI is a right they can use
- Information, support and advice is available from the Commissioner
- That there is a right of appeal if things go wrong

What we want Audience 1 to FEEL

- They have a **right** to access official information
- FOI rights are important and must be protected
- FOI can make a difference for individuals and communities
- The Commissioner is independent, helpful, effective and fair

What we want Audience 1 to DO

- Access our guidance to find out more
- Use their FOI rights when they have a need to do so
- Appeal if they're unhappy with an FOI response

- Advocate for FOI, directing colleagues, friends and family members towards FOI where appropriate

Audience 2: Public authorities

Audience 2: Description

21. Staff within Scottish public authorities covered by FOI law.

Audience 2: Levels of awareness and experience

Within this group there will again be differing levels of awareness of FOI, and different levels of interaction with FOI and the requirements that it imposes on organisations.

22. Staff within Scottish public authorities will have a range of experience and understanding in relation to FOI duties and responsibilities. Some staff, for example, will have day-to-day responsibility for either the running or management of an organisation's FOI function and will often, as a result, have high levels of understanding. Other staff, however, may come into contact with FOI only on occasion, e.g. where their organisation receives few requests, or where a rare request is received which relates directly to their work, or that of their department.
23. Staff within new bodies or sectors which have been made subject to FOI may also be expected to gain a good understanding of FOI rights and responsibilities in a relatively short period of time, as they work to prepare for FOI designation.

Audience 2: Strategy and priorities

24. Our communication and engagement activity will aim to be accessible to staff at all levels in an organisation who may come into contact with FOI, while also prioritising those groups where our communications will have the greatest impact on organisational culture and performance.
25. In general, this latter group will comprise staff who have a significant role to play in delivering effective FOI within an organisation, and will include staff who have:
- (i) Day-to-day responsibility for effective FOI request-handling
 - (ii) Senior management responsibility for an organisation's FOI function
 - (iii) Responsibility for FOI within a newly-designated organisation.
26. The messages developed will vary, depending on the staff with whom we are seeking to communicate.
27. We may also, from time to time, target communications at specific organisations or sectors, in response to specific issues that arise.
28. Through this activity we will aim to build awareness of FOI across organisations, support good FOI practice within organisations and encourage the FOI principles of openness, accountability and transparency to be placed at the heart of organisational culture and practice.
29. Our prioritisation of engagement activity with Audience 2 will be informed by the areas where engagement will have the most impact on the effective delivery of an organisation's FOI function:

Priority	Description	Engagement activity	Comment
Priority 1	Staff with day-to-day responsibility for the effective delivery of an organisation's FOI function	Regular, ongoing, proactive engagement	Levels of knowledge and experience will vary within this group, and communications may require to be tailored accordingly. Priority 1 group will also include those with responsibility for FOI within a newly-designated organisation.
Priority 2	Senior managers with direct responsibility for an organisation's FOI function, or wider responsibility for organisational culture/practice	Targeted engagement, as required and appropriate	Specific engagements with this group may be informed by interactions with individuals at Priority 1, or through other activity, including intervention work, designation of new bodies, etc.
Priority 3	Staff without direct, day-to-day responsibility for FOI but who may find themselves interacting with FOI from time to time	Accessible resources, Reactive engagement	Communications and resources should be accessible to all staff who may find themselves required to support FOI-request handling in some form.

Audience 2: Our objectives

30. Through our activity, we hope to have the following impacts:

What we want Audience 2 to KNOW

- That individuals have a right to request information from public bodies
- That public bodies have a duty to respond to requests, publish information and advise and assist requesters
- What FOI rights and duties mean for organisations
- That information, support, advice and guidance is available from the Commissioner

What we want Audience 2 to FEEL

- Confident about what they must do to meet FOI duties
- Confident in their organisation's response to FOI
- That FOI brings benefits - to their organisation and to wider society
- That their organisation is (and should be) transparent, open and accountable
- That the Commissioner is the independent, trusted and helpful regulator of FOI

What we want Audience 2 to DO

- Ensure that their organisation meets its duties under FOI law
- Appropriately advise and assist those seeking information
- Recognise the benefits that FOI brings to their organisation
- Seek opportunities to improve their FOI practice and performance

- Advocate FOI principles within their own organisation
- Access our guidance for information support and advice

Audience 3: Policy stakeholders

Audience 3: Description

31. This audience will comprise a wide range of stakeholders with an active interest in the development of FOI policy in Scotland. Alongside their policy interest, members of this group may also have an interest in FOI as users of the legislation, or as staff within organisations which are subject to the legislation. In this respect, there may be overlap time with Audiences 1 and 2.

Audience 3: Levels of awareness and experience

32. Within this group there will again be differing levels of awareness and experience of FOI. Our communication and engagement activity should be mindful of the differing experience and relationships that members of this audience will have with FOI law, and should be adjusted to take this into account, where appropriate.

Audience 3: Strategy and priorities

33. We will aim to ensure that relevant stakeholders are actively engaged in discussion around the development of FOI policy in Scotland, engaging with the Commissioner where appropriate to inform and enhance our own policy positions. We will consider opportunities to build consensus, where relevant and appropriate. The prioritisation of communication and engagement activity with policy stakeholders will be dependent on the external policy environment and / or the specific organisational objectives at any given time.

Audience 3: Component Groups

34. Audience 3 will comprise a wide range of stakeholders, many of whom will have overlapping interests with other target audiences. Policy stakeholders will include:

Group	Description	Overlaps
Scottish Government	Includes Ministers and officials, alongside the unit within Scottish Government responsible for FOI policy development	Audience 2
Elected Representatives	Includes MSPs responsible for shaping and influencing FOI law in Scotland. Also includes political researchers, MPs and local councillors.	Audience 1 & 2
Media	Journalists, broadcasters, editors and commentators. Responsible for commenting on FOI policy and practice and reporting on use.	Audience 1
Campaigners	Individuals and groups campaigning for greater openness and accountability in the public sector and beyond.	Audience 1
Academics	Academics and researchers with an interest in FOI law, policy and practice in Scotland.	Audience 1 & 2
International	Those from other jurisdictions with an interest in the development of FOI in Scotland. Includes regulators from other jurisdictions.	

Audience 3: Our objectives

35. Through our activity, we hope to have the following impacts:

What we want Audience 3 to KNOW

- That FOI in Scotland is working well, but there is room for improvement
- That FOI rights are important
- That FOI is being actively used by citizens across Scotland
- That FOI rights in Scotland must be protected and enhanced if they are to stay relevant
- That the Commissioner is an open, approachable and effective regulator of FOI in Scotland
- That there is much to be learned from the Scottish experience when considering the effective enforcement and promotion of FOI rights in an international context

What we want Audience 3 to FEEL

- That FOI brings benefits to Scottish society
- That FOI is helping to change the culture of Scottish public authorities, making them more transparent, open and accountable
- That FOI is a tool that can be used by citizens to support positive engagement with Scottish public authorities
- That the Commissioner is the independent, trusted and helpful regulator of FOI
- That the Commissioner is openly engaged in the development and protection of FOI rights in Scotland
- That Scotland is a world-leader in openness and transparency

What we want Audience 3 to DO

- Recognise and talk about the benefits that FOI brings to society
- Engage positively and proactively with opportunities to explore how FOI is working and how it might work better
- Defend FOI rights in Scotland should these come under threat
- Engage positively with relevant initiatives and activities undertaken by the Commissioner
- Use our guidance, information and resources
- Value and engage with Scottish experience when considering FOI in an international context

Audience 4: Corporate / organisational stakeholders

Audience 4: Description

36. Audience 4 includes organisations responsible for supporting the good governance of the Commissioner's office and the effective delivery its functions. This will include, for example, the Scottish Parliamentary Corporate Body and the Advisory Audit Board.
37. Audience 3 will also include other public sector organisations delivering regulatory functions in Scotland, such as the Scottish Public Services Ombudsman, the Children and Young People's Commissioner Scotland and the Scottish Human Rights Commission.

Audience 4: Strategy and priorities

38. We will aim to ensure that relevant stakeholders are engaged in discussions and developments which relate the governance of the Commissioner's office and the exercise of our functions, as appropriate. Much of this activity takes place as core business, via the Corporate Services Team, but is relevant to our Communication Framework.
39. Engagement activity with corporate stakeholders will be dependent on our relevant priorities or specific organisational objectives at any given time.

Audience 4: Our objectives

40. Through our activity, we hope to have the following impacts:

What we want Audience 4 to KNOW

- How effectively the Commissioner's office is carrying out its duties to promote and enforce FOI
- What the duties, responsibilities and performance standards of the Commissioner are
- What the current organisational priorities and objectives of the Commissioner are
- How effectively the Commissioner is meeting those priorities and objectives

What we want Audience 4 to FEEL

- That the Commissioner is an independent, efficient, effective and responsive regulator of FOI in Scotland

What we want Audience 4 to DO

- Read reports and publications produced by the Commissioner
- Read the Annual Report published for each financial year
- Proactively engage with the issues raised in reports, guidance and publications
- Appropriately support the Commissioner to perform as effectively and efficiently as possible

Our messages

41. Our overarching communication and engagement messages are as follows:

- (i) **FOI in Scotland is working well, but improvements can be made**
Target audience: All
- (ii) **FOI rights are important, and can have a real impact for individuals and communities**
Target audience: All
- (iii) **FOI is easy to use**
Target audience: Audience 1, Audience 3
- (iv) **FOI can support and enhance the relationship between individuals and public authorities**
Target audience: All
- (v) **FOI brings benefits for public authorities**
Target audience: Audience 2, Audience 3, Audience 4
- (vi) **Organisations which are open, transparent, accountable and responsive are more likely to be trusted by citizens and service-users**
Target audience: Audience 2
- (vii) **A commitment to FOI principles at the top of an organisation is a key driver for effective performance**
Target audience: Audience 2
- (viii) **FOI laws must be kept up to date, and must be appropriate to the society they serve**
Target audience: Audience 1, Audience 2, Audience 3
- (ix) **FOI advice, guidance and support is available from the Scottish Information Commissioner**
Target audience: Audience 1, Audience 2, Audience 3
- (x) **The Scottish Information Commissioner is independent, impartial and effective**
Target audience: All

42. Additional project-specific messages will be developed in relation to activities carried out under this framework, where appropriate. These will be consistent with the objectives, principles and overarching messages set out in this framework.

Our channels

43. We will use the following channels to communicate and engage with our stakeholders:

(i) **Website**

The Commissioner's website (www.itspublicknowledge.info) provides a wide range of information and guidance for all audiences. The Commissioner will endeavour to make the information available through the website accessible and as user-friendly as reasonably possible, considering audience needs (including presenting information visually, e.g. through infographics, where appropriate).

(ii) **Email newsletter**

Regular newsletter published by the Commissioner. The newsletter is delivered directly to those who sign up to receive it, published on the Commissioner's website and promoted through social media. The newsletter provides information and updates on FOI in Scotland, and includes news from the Commissioner's office, details of learning from decisions issued, and forthcoming FOI milestones and events.

(iii) **Social media**

Includes the Commissioner's twitter account (@FOIScotland) which provides regular updates on the work of the Commissioner's office. Includes updates on new resources, guidance, publications and events. We also commit to explore other channels as appropriate (e.g. LinkedIn) to target specific audiences.

(iv) **Reports / publications**

The Commissioner regularly publishes reports relating to activity carried out, as well as briefings, advice and guidance documents for our range of audiences. Publications include: annual reports, research reports, briefings to aid the interpretation of FOI law and practice, FOI guidance for users, visual resources, etc.

(v) **Direct emails**

From time to time the Commissioner will contact audience groups via direct email. This will include emails to public authority staff (Audience 2) to notifying them of significant FOI developments, such as amendments to the legislation, new resources, or impending deadlines (e.g. for the submission of FOI statistics). We may also email policy or corporate stakeholders (Audiences 3 and 4) from time to time, to inform them of important publications, news, opportunities or events.

(vi) **News media**

From time to time the Commissioner will issue press releases to national, regional, local media or specialist media, or prepare articles or comment pieces relating to FOI policy or practice. The Commissioner or his staff may also provide comment, explanation or opinion on FOI and related pieces via radio, TV or online media.

(vii) **Events**

The Commissioner and staff will prepare and participate in a wide range of events, for a wide range of stakeholder audiences. This may include, for example, training sessions for public authority staff to support the development of best practice, or FOI information and awareness-raising sessions for the public, members of the media, or other stakeholders. The Commissioner and staff also deliver presentations, seminar and workshop content at events hosted by third party organisations, and will regularly attend meetings of stakeholder groups to provide updates on FOI policy and practice.

(viii) **Meetings**

From time to time the Commissioner and staff will meet either face to face or virtually with stakeholder groups to discuss and explore issues related to FOI performance, policy and practice.

(ix) **Enquiry service**

The Commissioner operators an enquiry service which provides advice on FOI and related issues to a wide range of stakeholders. This is supported with its own procedures, targets and quality assurance processes.

44. The table below sets out the channels we will use to communicate with each audience.

Key:

1	Primary channel
2	Secondary channel

	Website	Email newsletter	Social Media	Reports / publications	Direct emails	News Media	Events / Forums	Meetings	Enquiry service
Audience 1: Users	1	2	1	1		1	2		2
Audience 2: Authorities	1	1	1	1	1	2	1	2	2
Audience 3: Policy <i>Scottish Government</i>	1	1		1	1	2	2	1	2
Audience 3: Policy <i>Elected Representatives</i>	2		2	1	1	1	2	2	2
Audience 3: Policy <i>Media</i>	1	2	1	1	2	1	2		2
Audience 3: Policy <i>Campaigners</i>	1	1	1	1	1	2	1	1	2
Audience 3: Policy <i>Academic</i>	1	2	2	1	2	2	2	1	2
Audience 3: Policy <i>International</i>	1	2	1	1	2		1		
Audience 4: Corporate	1	2	2	1	1			1	

Our tactics

45. We will use the following tactics to deliver on our communication objectives:

(i) **Increase knowledge and understanding of FOI rights**

We will use all appropriate channels to communicate with our stakeholders.

We will ensure that our resources, guidance and communications are as clear, accessible and user-friendly as possible, and are targeted, where appropriate, to meet the needs of our intended audience.

We will seek opportunities to build relations and develop resources with relevant and trusted partner organisations, in order to support the delivery of key messages to specific target groups (including young people).

We will be available, open, helpful and accessible to all those with whom we have contact, including those contacting the Commissioner for FOI advice or guidance.

We will seek opportunities to use our channels to proactively promote messages which highlight the value of FOI. This will include the promotion of key messages via news media, where appropriate.

Primary audience: Audience 1 (Users)

Primary channels: Website, Social media, Reports / publications, News media, Enquiry Service

(ii) **Enable and support high standards of FOI policy and practice**

We will use all appropriate channels to communicate with public authority stakeholders.

We will, work towards our resources, guidance and communications being clear, accessible and user-friendly, and targeted, where appropriate, to meet the needs of the intended audience.

We will deliver programme of engagement with public authority stakeholders, including policy-makers and practitioners.

We will consider all appropriate opportunities to develop new resources, guidance, research or reporting which will support the delivery of effective FOI in Scotland.

We will provide appropriate support to all newly-designated FOI authorities to enable them to effectively meet their duties under FOI law.

We will seek opportunities to build relations with relevant partner organisations, in order to support the delivery of key messages to specific target groups. (This may include, for example, umbrella organisations which support newly-designated FOI bodies).

We will be available for, open, helpful and accessible to all those with whom we have contact, including those contacting the Commissioner for FOI advice or guidance.

Primary audience: Audience 2 (Authorities)

Primary channels: Website, Email newsletter, Social media, Reports / publications, Direct email, Events / forums, Enquiry service

(iii) **Develop Scottish public sector culture and practice where the proactive disclosure of information is routine and valued**

We will use all appropriate channels to communicate the benefits of proactive publication to authorities, seeking opportunities to highlight best practice, innovation and / or positive outcomes.

We will seek opportunities to work with relevant third-party organisations to identify and communicate best practice.

We will ensure that our advice and guidance appropriately reflects and promotes the benefit of proactive publication for authorities.

We will seek opportunities to positively communicate the benefits of proactive publication in any parliamentary review of the FOI duty to publish.

Primary audience: Audience 2 (Authorities)

Primary channels: Website, Email newsletter, Social media, Reports / publications, Direct email, Events / forums

(iv) **Influence and support the development and strengthening of Scottish FOI law and practice**

We will seek opportunities to engage proactively and productively with key policy stakeholders in support of the development and strengthening of FOI law and practice in Scotland.

We will constructively engage in relevant forums which may impact on FOI law and practice.

We will initiate, develop and publish appropriate research, guidance or reporting (including Special Reports) which may inform the development of FOI law and practice.

We will seek appropriate opportunities to communicate the views of the Commissioner on significant issues in appropriate media.

We will take steps to identify FOI best practice from other jurisdictions, and ensure this practice informs the development of FOI law, policy and practice in Scotland, where appropriate.

Primary audience: Audience 3 (Policy stakeholders)

Primary channels: Website, Email newsletter, Social media, Reports / publications, Direct email, News media, Events / forums, Meetings

(v) **Contribute to Scotland being respected as a world leader in openness and transparency**

We will seek opportunities to identify and promote FOI best practice in Scotland.

We will actively support and engage in appropriate international forums.

We will share experience and learning from FOI best practice through these forums.

We will seek opportunities to build relationships and share learning with international peers and influencers.

Primary audience: Audience 3 (Policy stakeholders)

Primary channels: Website, Social media, Reports / publications, Events / forums

(vi) **Be recognised as an organisation of independent and trusted experts that is run efficiently, governed effectively and is open and transparent**

We will respond timeously, helpfully and appropriately to stakeholder communications and interactions.

We will regularly publish relevant, accurate and reliable information relating to the work of the Commissioner and the running of the organisation.

We will work to ensure that the information we publish is accessible.

We will ensure that the information we publish is as transparent as possible

We will ensure that all our communication and engagement activities align with our organisational values.

Primary audience: All audiences

Primary channels: All channels

Measurement and evaluation

46. The indicators for success are, by 31 March 2024, to achieve / maintain:
- (i) FOI awareness at 90% and above and FOI understanding at 75% or above, as measured by omnibus polling
 - (ii) At least one successful campaign or initiatives per year from 2022-23 onwards, increasing FOI awareness amongst those known to have lower levels awareness/understanding, such as young people
 - (iii) FOI practitioners reporting confidence in their FOI skills increases by 10% (from baseline to be captured in 2021 with survey)
 - (iv) Increase subscribers to newsletter from 360 to 800)
 - (v) 80% or more of participants/attendees in training, events or presentations given across each year report main learning goal set for the session achieved (such as increase understanding of FOI, increase confidence in dealing with FOI requests)
 - (vi) 90% or more of proactive news media engagement across each year results in top two key messages appearing in target publications
 - (vii) Increased unique visits and page views on website by 20% from 2020-21 baseline
 - (viii) Average engagement rates of 1.5% and above for posts on Twitter (and equivalent for any other social media channels utilised)
 - (ix) Average of 85% or more of targets set for views, engagement with or downloads of resources, reports and campaigns are met across each year
 - (x) Accessible and inclusive communication guidance developed and implemented across organisation in accordance with our legal responsibilities and duties

These measures will be reviewed annually to ensure they remain both challenging and achievable.

Document control sheet

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Summary of changes to document

Date	Action by <i>(initials)</i>	Version updated <i>(e.g. 01.25-36)</i>	New version number <i>(e.g. 01.27, or 02.03)</i>	Brief description <i>(e.g. updated paras 1-8, updated HOPI to HOCS, reviewed whole section on PI test, whole document updated, corrected typos, reformatted to new branding)</i>
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