FOI Ref: FOI 2022-016
Date:

REQUEST UNDER FREEDOM OF INFORMATION (SCOTLAND) ACT 2002

We refer to your request for information, received by email on 7th July 2022. Your specific requests and the Park Authority's response are provided below.

'Please provide me with a copy of the local member election communication plan as referred to https://www.lochlomond-trossachs.org/wp-content/uploads/2022/06/12.-Agenda-Item-7-Board-Appointments-2022-Update-and-Board-Role-Profiles-FINAL.pdf

"A full Communications Plan has been developed and is being implemented to raise awareness of the elections, firstly with a focus on potential candidates and now to encourage engagement and participation in voting across the five wards"'

Please find the requested Communications Plan attached.

Yours sincerely

Information Management
Loch Lomond and the Trossachs National Park Authority

Review Procedure

If you are dissatisfied with this decision, or the way in which the Authority has dealt with your request, you are entitled to require the Authority to review its decision. Please note that in order for a review to take place you are required to:

- Send your request for review in writing, setting out in full the reasons why you are requesting a review.

- Submit your review request within 40 working days of either the date on which you

LOCH LOMOND & THE TROSSACHS NATIONAL PARK AUTHORITY

National Park Headquarters, Carrochan, Carrochan Road, Balloch, G83 8EG Long: 4˚34'24"W Lat: 56˚00'12"N
t: 01389 722600 f: 01389 722633 e: info@lochlomond-trossachs.org w: lochlomond-trossachs.org
Printed on paper sourced from certified sustainable forests.

1

received a response from the Authority or the date by which you should have received a response under the terms of the Freedom of Information (Scotland) Act 2002, whichever is the later.

- address your review request to:

Information Manager
Loch Lomond & The Trossachs National Park Authority
National Park Headquarters
Carrochan
Carrochan Road
Balloch
G83 8EG
E-mail: info@lochlomond-trossachs.org

The review will be handled by staff who were not involved in the original decision. You will receive notice of the result of your review within 20 working days.

If you are not satisfied with the response to your request for review, you can contact the Scottish Information Commissioner, the independent body which oversees the Freedom of Information (Scotland) Act 2002, at:

Scottish Information Commissioner
Kinburn Castle
Doubledykes Road
St Andrews
Fife
KY16 9DS
Tel: 01334 464610
Website: www.itspublicknowledge.info
E-mail: enquiries@itspublicknowledge.info

Online appeal portal: www.itspublicknowledge.info/Appeal

Communications Plan: Board succession in 2022 (local member elections)

1. Why? (Context)

The National Park Authority Board is responsible for steering the strategic direction of the organisation and helping us to achieve the key aims of the National Park. There are three categories of Board member – Locally Elected (5), Scottish Government Appointed (6) and Local Authority Nominated (6).

2022 brings about the unusual set of circumstances where, between May and October, there is the potential for 16 out of the 17 Board Members to change. This represents a major risk to the effective governance of the National Park Authority and therefore our reputation.

The main public facing element of this process will be the elections for locally elected members. These elections take place every four years and the next round is proposed to take place on Thursday 7th July 2022. The National Park is divided into five Electoral Wards and a Board member will be elected for each ward:
- Ward 1: Cowal and North Loch Lomond
- Ward 2: Breadalbane and the Trossachs
- Ward 3: Callander
- Ward 4: East Loch Lomond and Port of Menteith
- Ward 5: West Loch Lomond and Balloch

A Communications Plan is necessary to support the 2022 Board Succession project, in particular using engagement and communications to support the promotion and delivery the elections to appoint our Locally Elected Members.

In addition, the Communications Plan needs to use this opportunity to better outline the role of our locally elected members and help the organisation achieve our Equalities Outcomes 2021-25, including: *"Outcome 1: At all levels of the organisation, our staff, volunteers, and Board better reflect the diversity of Scotland."*

2. What? (Aims and Objectives)

Aims

2022 is an important year for us as a National Park and as an organisation. Through our communications, we will use the National Park's 20th anniversary and the 'pivotal moment' narrative being developed to evoke a feeling of connection to the National Park with the aim of:
- encouraging a more diverse/reflective range of candidates to stand in the elections
- encouraging residents to have their say in the future direction of the National Park by casting their vote

Objectives

- People are better aware of what the National Park does and specifically what being a locally elected member entails
- People feel empowered to stand as a candidate – even if they don't see themselves as a traditional Board member – and informed of how they can do this
- Key stakeholder groups and lesser heard voices are engaged to help us encourage a broader, more diverse range of individuals to stand as a candidate, specifically targeting women, people with disabilities, black and ethnic minority groups, and young people
- National Park residents are encouraged and informed how to cast their vote – especially young people over 16 voting for the first time
- Our internal stakeholders are kept up to date on the project and understand their roles and responsibilities during the elections (including those staff who live within the National Park)

3. Who? (Stakeholders and Audiences)

Stakeholders – *those who have a role to play in delivering this project or will be directly impacted by it.*

- Staff

- Stirling Council
- Current Board members – specifically current locally elected members and female members
- Representative groups active in the National Park (especially those who represent or influence our target audiences)
- Community anchor bodies wider community groups or centres
- Other Local Authorities within the National Park: West Dunbartonshire, Perth & Kinross, Argyll & Bute
- Businesses within the National Park
- Schools within/surrounding the National Park
- Faith centres or groups within/surrounding the National Park
- Local media (and national where appropriate)

Audiences – *those who we need to engage with to inform, raise awareness or understanding.*

- Phase 1 – nominations:
  - National Park residents, specifically targeting those from traditionally under represented groups e.g.
    - Women
    - Young people i.e. 21-25s
    - People with disabilities
    - BAME communities
- Phase 2 – voting:
  - National Park residents, including:
    - Those who don't usually engage with the National Park Authorirty / know what we do
    - Young people over 16 / first time voters who will need to register to vote
- Internal audiences
  - Board
  - Staff
  - Volunteers

4. How? (Key messages, tactics and channels, measurement and evaluation)

Overarching narrative:

2022 is an historic year as it marks 20 years since Scotland's first National Park was designated here in Loch Lomond & The Trossachs National Park.

Much has changed in the twenty years since the National Park was first created. The role of the National Park Authority continues to evolve, with a focus on tackling the climate emergency and nature crisis more than ever before.

To meet this challenge we need a range of people, perspectives and skills on our Board to help guide the organisation, so that we can make sure that the qualities that make this place so special are restored and protected for everyone to enjoy now and for the future.

==*Help shape our next chapter by becoming a National Park Board member or voting in our National Park elections.*==

Key messages:

- If you care about this special place then you can help us to protect and restore it by standing as a candidate in elections to become a National Park Board member
- Board members help to guide the strategic direction of the National Park and we need a range of perspectives, skills and experiences to do this effectively. Everyone has something to offer even if you don't think you are traditional Board member material
- We are a Park for All so we want our Board to reflect the diversity of Scotland and everyone who has a connection to this special place
- There are various measures in place to help you fit Board responsibilities into your daily life (e.g. hybrid meetings, remote participation, ongoing training, paid role with expenses paid etc)
- This is your National Park, register to vote / check you're registered and remember to cast your vote when your voting pack arrives in the post.

Channels and tactics

Channel	Tactics
Website	Dedicated Elections 2022 web hub with publication of election notice, overall information, ward map, nomination form download, online FAQs, event info, etc Refresh homepage spotlights to give this more prominence Support for candidates webpage including further guidance for those looking to stand, e.g. template for how to put together their nomination statement, nominee pack with guidance on campaign rules, signposting to further info on the National Park News articles at key milestones, e.g. nominations open / results announced
Social media	'Help shape our next chapter' (#OurNextChapter) social media campaign: - Blogs / case studies / videos from Board members (Heather / Sarah?) on their experiences in the Park, what motivated them to be a Board member, how they find it, how they fit it in with their other priorities, etc - Existing 'What does the National Park Board do?' video featuring James & Diane - Static campaign graphics with 'Help shape our next chapter' message (mixture of organic posts and paid for ads to target National Park and the surrounding area) - Informational posts / graphics at key milestones in the process (e.g. advice on nomination process, deadlines to complete nomination forms, register to vote, voting deadlines, etc)

Print	Review and update elections leaflet for 2022 cycle (realign our corporate focus with current nature/climate/green recovery priorities and 'our next chapter' core narrative, update benefits/measures in place to support members, update with more diverse imagery reflective of our target audiences)
	Seek to influence / draft letter drop from Returning Officer with our key messages to go out alongside the leaflet
Stakeholder engagement	Liaise with lesser heard voices being co-opted to Board / engaging in shadowing pilot to ask for their advice on how to target key groups (if timing allows)
	Work with Youth Committee to raise awareness of elections and shape our messaging to young people around voting and why it is important (working with local schools where possible)
	Letter to key stakeholders outlined above to ask for support in sharing our materials / promoting the elections to their groups or users
	Leaflet drop for specific sites / centres / meeting places in the National Park and the surrounding areas, e.g. faith centres, village halls, etc
	Digital stakeholder pack to be shared with recruitment materials (i.e. online content for stakeholders to share on their channels, in community Facebook groups, at the start of community meetings, etc)
	Email update to Community Anchor bodies to encourage promotion of the election and specifics of what being a Board member entails

Emails	Regular updates on the process and campaign in our monthly stakeholder newsletter (issued to partners, communities, businesses, land managers)
Face-to-face / virtual	Hold in person / virtual drop-in sessions for people interested in standing to hear from staff and Board members about what this involves (Heather / Sarah / James?) – could be linked to NPPP engagement in April / May if timing works or standalone events
Media	Press release at key milestones Columns in local titles (e.g. Helensburgh Advertiser, etc) from Heather / Sarah on what motivated them to become a Board member, how it fits around other priorities, etc. Widen target titles to include surround areas (e.g. Glasgow-based titles?) to encourage more diverse nominations Supply 'Our Next Chapter' case studies to community newspapers (e.g. Ben Ledi View, etc)
Internal	Update to staff at March and June 10:02s CEO update with guidance for staff (e.g. election rules, guidance for staff who live in the Park, etc) Updates on the process for staff / board members in the staff and board bulletins Q&A for front line staff

Measurement and Evaluation

How we will know if we've been successful?

- Uptake of online information events (particularly from those in the groups we are actively trying to target)
- Engagement in 'Our Next Chapter' digital campaign
- Increased number of candidates nominated to stand in the election particularly from those in the groups we are actively trying to target (24 candidates in 2018 including 2 female candidates)
- Increased voter turn out (33% in 2018)

Indicative timeline

Task / action	Feb	Mar	Apr	May	Jun	Jul
Finalise comms plan						
Liaise with internal and external stakeholders to finalise engagement approach for target groups						
Draft core script and design brief for '#OurNextChapter' campaign materials						
Staff update at 10:02 / Board update at March meeting						
Early notification of elections this summer in external stakeholder newsletter						
Update election leaflet to be issued by Stirling Council						
Draft template letter to households to be issued by Stirling Council						
Create webpage and begin building web content and FAQs						
Create web guidance for candidates (e.g. nomination checklist, etc)						
Interview with Heather & Sarah to inform campaign case studies						
Letter to households and election leaflet issued by Stirling Council						
News article announcing election beginning						
Letter / leaflet drop to key partners and sites to share promotional materials						
Secure columns in local titles / send content to community titles						

Task						
Begin #OurNextChapter social media campaign			██	██		
In person / virtual drop-in events for potential candidates			██	██		
Ongoing engagement with identified target groups to fit in with pre-planned activities			██	██		
Social media – reminder to register to vote				██		
Publication of nominations – to be announced on SC website, SC letter drop to households with ballot papers, email to existing board members, update to staff					██	
Social media and press release – reminder to vote					██	██
Count – announce winners on website and social, press release, update to existing Board members and staff, photography of new members						██