



SRDP/2017/0033 – Annex B

# Scottish Rural Development Programme 2014 - 2020

## Information and Publicity Strategy



The European Agricultural Fund  
for Rural Development:  
**Europe investing in rural areas**



**The Scottish  
Government**  
Riaghaltas na h-Alba

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## Introduction

1. This Information and Publicity Strategy outlines the approach the Scottish Rural Development Programme (SRDP) will take to make sure target stakeholders (staff, customers and other stakeholders) who use, or who are interested in or impacted by, the Scottish Rural Development Programme have access to the right level of information and support at the right time throughout the programme period.
2. This Strategy meets the requirements of Article 13 of EU Regulation 808/2014 and, as required by these regulations, has been submitted to the [Joint Programme Monitoring Committee](#) that oversees all the European Structural and Investment Funds in Scotland.
3. This Information and Publicity Strategy will answer the questions: 'what?', 'why?', 'who?' and 'how?'. It will also identify the target audiences and consider communication methods.
4. The SRDP Programme Manager is responsible for informing the Rural Development Operational Committee (RDOC) of publicity arrangements, and the Committee will consider this Strategy within six months following Programme approval. The Strategy will be reviewed on an annual basis thereafter to ensure the information remains accurate and up-to-date, and based on progress and performance to date.
5. The RDOC will be informed annually of:
  - progress in the implementation of Strategy and any analysis of results
  - changes to the Strategy
  - planned information and publicity to be carried out in the following year
6. The Strategy will also require approval by the Joint Programme Monitoring Committee which is responsible for overseeing all EU Structural Funds.

## What? - Overview & key messages

7. The Scottish Rural Development Programme is a large funding portfolio which can impact on many different individuals, businesses and communities in Scotland. It needs to be easy to understand and customer friendly to deliver wider benefits and provide better value for money. In particular stakeholders have highlighted the importance of clear guidance and high quality advice.
8. The key purpose of the SRDP is to help achieve sustainable economic growth in Scotland's rural areas and the priorities remains broadly the same as the previous Programme:
9. The specific priorities of the new Scottish Rural Development Programme (SRDP) 2014 – 2020 are:
  - enhancing the rural economy

- supporting agricultural and forestry businesses
- protecting and improving the natural environment
- addressing the impact of climate change
- supporting rural communities

10. In comparison to the 2007-2013 Programme, the new SRDP will be:

- **Simpler** – with a clear list of schemes
- **Straightforward** – through an improved application for land based schemes
- **Effective** – through better targeting, support for co-operative action and improved advice, and closer alignment with other EU and domestic funds
- **Customer focussed** – with improved guidance, better customer support, an expanded advisory service and the Scottish Rural Network
- **Accessible** – through enhanced support for small farms and an improved application/approval process for grants under £75,000 for agri-environment applications and an on-going approval for grants under £750,000 for forestry applications

## Why? - Communications aims

11. The primary aim is to promote the benefits the Scottish Rural Development Programme brings to the rural communities, rural economy and natural environment of Scotland. It also aims to encourage participation – through applying for funding, delivering projects, sharing good practice and developing policy – and ensure that potential beneficiaries have access to the relevant information along with highlighting key priorities at certain times in certain areas. Overall to be more proactive, than under the SRDP 2007-13, in achieving the outcomes we are seeking for the SRDP as a whole.

12. The Strategy also ensures co-ordination of the various Delivery Partners and communications teams involved in delivery of the aims of this Strategy. This will allow for improved co-ordination of communications activities, and ensure that there will be quicker and more effective handling of change.

## Strategy Aims

13. Informing customers, stakeholders and staff to:

- **Create awareness and understanding** of the opportunities and the wide range of benefits the Scottish Rural Development Programme brings to the rural economy, communities and environment, using a range of methods including relevant case studies, newsletters and events. This will include promotion of the SRDP schemes that will be made available, the financial support that will be provided and the rules that need to be met to secure funding.

- This includes reassurance to stakeholders and applicants of ‘business as usual’, while continuing communications around the wider issues that will impact on the SRDP including a UK Exit from the EU, funding guarantees and Scotland’s future relationship with the EU
- **Ensure that people involved with the implementation of the SRDP are equipped with the right information** at the right time to be able to deliver the SRDP successfully.
- **Ensure beneficiaries understand the European Union contribution** and ensure that the general public is aware of the role played by the European Union in the SRDP.
- **Ensure all stakeholders are aware of the benefits, outputs and outcomes** of the SRDP, relevant research, innovative practices and good practice. This in turn will encourage participation in future rural development policy.

14. Influencing behaviour of customers and staff:

- **Encourage the submission of high quality applications**, that reflect the priorities and targets for funding projects that deliver tangible benefits to rural Scotland.

15. Influencing perception:

- **Highlight improvements to the SRDP implementation and demonstrate how** the Scottish Government is listening to, and acting on, stakeholder feedback.
- **Manage expectations** (beneficiaries, potential applicants and stakeholders), about ‘what services?’ will be available ‘when?’ and ‘how?’ they work – including the amount of funding available, the competitive nature of some of the schemes and how funding is allocated.

## Who? - Outline of approach

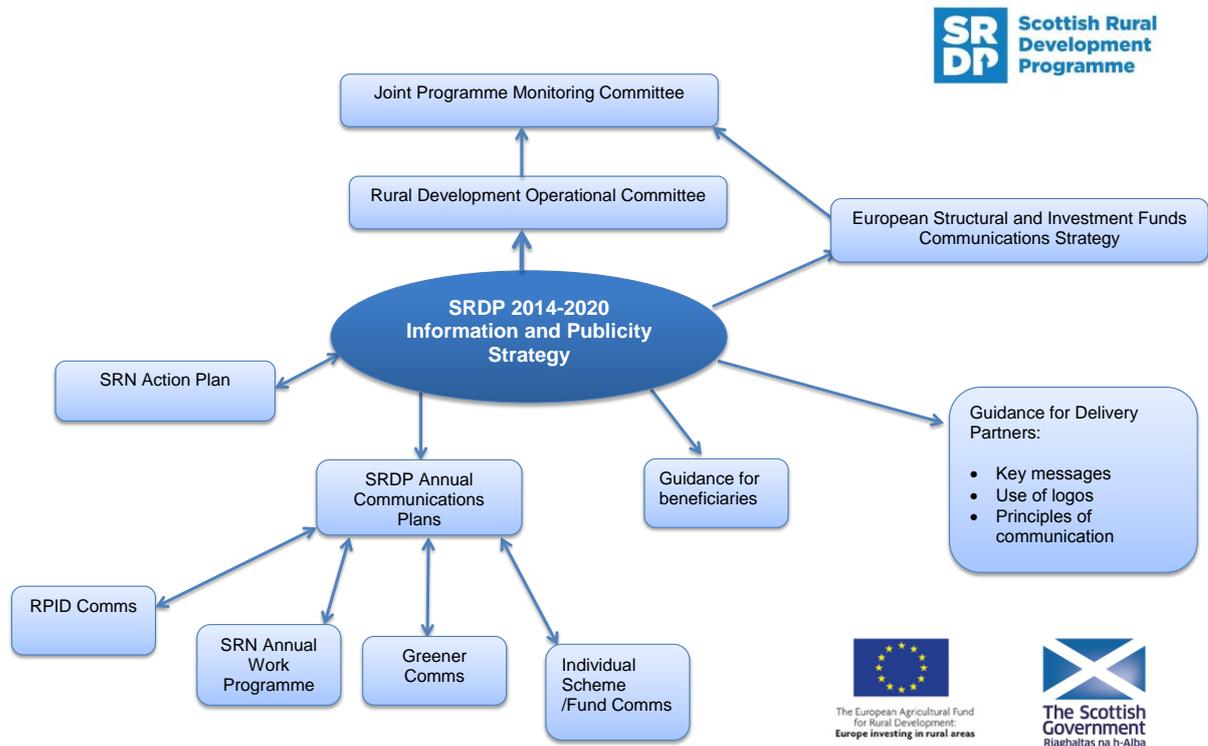
16. The Information and Publicity Strategy, associated annual Information and Publicity Plans and supporting information are the responsibility of the SRDP Programme Manager. The Strategy will be delivered by the:

- SRDP Programme Team – who are responsible for the Strategy, co-ordination and consistency
- Delivery Partners (as listed in table 1) – RPID Communications lead on strategic positioning and business cycle, and all partners are responsible for individual scheme communications and guidance
- Scottish Rural Network (SRN) – which will focus on promotion, awareness raising and networking
- Scottish Government (SG) Communications teams – media and Ministerial communications

**Co-ordination and consistency of communications**

17. With so much activity and different communication requirements over the next few years (the new Rural Payments and Services website, Pillar 1 - Direct Payments, Scottish Rural Development Programme and Scottish National Rural Network) a key part of the strategy is to deliver all communications in a consistent and coordinated way. Diagram 1 below gives the context of the SRDP Information and Publicity Strategy.

18. The SRDP Programme Team are responsible for the Strategy and co-ordinating delivery. To ensure the Strategy is being delivered effectively, and to allow quick reaction and adaptation, regular meetings of the teams involved in SRDP communications will be chaired by the Programme Team.



**Diagram 1:** the context of the SRDP Information and Publicity Strategy

19. Guidance for all delivery partners and agencies has been developed to ensure that all involved in delivering the SRDP are aware of the approach and branding of communications.

20. Complementarity with other Common Agricultural Policy (CAP) funding will be ensured through the RPID Communications team who are fully involved in both Pillars of the CAP.

21. Complementarity of other EU Structural Funds will be ensured through an overarching Structural Funds Communications Strategy which this SRDP Information and Publicity Strategy will fall under for the European Agricultural Fund for Rural Development.

### Delivery Partners

22. The schemes and initiatives that will be delivered under the SRDP, and the Delivery Partners are:

<b>Scheme</b>	<b>Main Delivery Partners</b>
Less Favoured Area Support Scheme (LFASS), Crofting, Small Farms, New Entrants	SG Rural Payments & Inspections Division (RPID)
Forestry	Forestry Commission Scotland (FCS) (in conjunction with RPID and Scottish Natural Heritage (SNH) as appropriate)
Agri-Environment-Climate (including organics, slurry stores and footpaths)	SG RPID and Scottish Natural Heritage (in conjunction with FCS as appropriate. Other bodies such as SEPA and National Parks may play a wider role)
Environmental Co-operation Action Fund	SG Natural Resources Division and RPID. Will also include SNH, FCS and SEPA
Beef Efficiency Scheme (to be launched in 2016)	SG Food, Drink and Rural Communities Division and SG RPID
Knowledge Transfer and Innovation Fund	SG Agriculture and Rural Development Division
Food and Drink	SG Food, Drink and Rural Communities Division
LEADER	Accountable Bodies, Local Action Groups and SG Food, Drink and Rural Communities Division
Broadband	Community Broadband Scotland

Table 1: SRDP scheme delivery partners

23. In addition to the scheme funding, the Scottish Rural Network (SRN) and the Advisory Service (latter to be launched in 2016) will support both the delivery of the SRDP and customers.

### Target stakeholder categories

24. All stakeholders are looking for clear, concise and timely information that is easily accessible.

25. The primary audiences include beneficiaries, potential applicants, staff, delivery partners, LEADER Local Authority Groups (LAGs) and key stakeholders. Secondary audiences include the general public, media, Ministers, MSPs, MPs,

MEPs, the European Commission including the European Network for Rural Development and European Innovation Partnership.

26. More information about these stakeholder groups and their interests can be found in Annex A.

### **Crisis communications**

27. Crisis communications would be dealt with by the Scottish Government's comprehensive contingency planning arrangements that are in place for responding to any crisis that arises. In the event of what is deemed a crisis situation, for example a disease outbreak or incident of exotic notifiable disease, communication activities would be coordinated between operational partners, stakeholders, different Government administrations and the media. A Scottish Government Resilience Room (SGoRR) may be set up involving SG policy teams and Communications.
28. This Coordination Group would ensure information was targeted to the right audience and would supply operational partners and, where appropriate, stakeholders, with the pertinent facts and figures before they enter the public domain. It would utilise the right mix of communication channels in order to maximise coverage of information to all target groups and individuals and ensure there are no gaps in the information cascade. The aim would be to maintain a close working relationship with the media to avoid misleading and contradictory information reaching the public domain.

### **How? - Key actions**

29. The SRDP Programme Team, the Scottish Rural Network and the communications teams (including SG and those of delivery partners) will work together on internal and external customer communications, and to ensure that the Information and Publicity Strategy and Annual Communications Plans are delivered.
30. Delivery Partners and agencies are responsible for ensuring that guidance is followed for consistency of communications and branding and will provide customer support to staff, potential beneficiaries, applicants and recipients of funding. This includes up to date and improved guidance, knowledgeable and skilled staff, improved online access and systems including information about the progress of SRDP transactions.
31. The SRN will be a key mechanism for delivering the aims of the Strategy, as outlined below. In addition we will use established mediums to communicate with our audiences, targeting communication activity effectively to ensure it has the most impact. These will include scheme literature and guidance; local and specialist media, websites – Rural Payments and Services, SRN, SG along with specialist information through SNH and FCS; social media through relevant SG channels; through stakeholder engagement including industry events, conferences and stakeholder communications.

## **SRDP Branding**

32. Across the SRDP it is intended to improve the consistency of communications, both with the tone and approach, and also the consistency of branding. The names of the schemes and support mechanisms will be simplified through the use of the 'Rural Development' strapline, and an SRDP icon. This icon, along with the EU and SG logo should appear on all communications. This consistent branding will make it clear to beneficiaries and the public what has been funded through the SRDP using EU and SG funds.
33. Guidance will be produced for all Delivery Partners to provide the key messages, principles of communication and consideration of accessibility.

## **Customer support**

34. Customer support will be provided throughout the life of the Programme, with better signposting to the range of different services provided by partners e.g. Advisory Service and Local Action Groups.
35. In addition for agri-environment-climate applications we will:
- Aim to increase the amount of pre-approval visits to help the applicant understand the rules. This will be rolled out as capacity allows.
  - Improve online access to information about the progress of the Programme transactions for customers and support within RPID area offices to give a speedier response to queries will also enhance uptake.
  - Produce a new Customer Support Model. This will help our customers embrace the new online solution. We are looking to provide some online facilities in our premises and train our staff to be able to offer a level of assisted digital support.

## **Improved guidance**

36. The Programme will focus on strengthening production of simplified, high-quality online and scheme guidance for rural customers which will make the requirements for applicants and staff much clearer. The online presence of the SRN and the Advisory Service will be designed in a way that complements, signposts and links to the scheme guidance, as appropriate.
37. The literature for all of the schemes in the Programme (online and paper) include clear and detailed information (which will be updated regularly) on the following:
- The administrative procedures to be followed in order to qualify for support under the Programme.
  - A description of the procedures for examining applications for funding.
  - The eligibility conditions and / or criteria for selecting and evaluating the projects to be funded.
  - The names of persons or contacts at national, regional or local level who can explain the way the Programme works and the criteria for selecting and evaluating the operations.

- The responsibility of beneficiaries to inform the public about the aim of the operation and the support from the European Agricultural Fund for Rural Development to the operation. We can request applicants to propose indicative communication activities, proportional to the size of the operation, in the applications.
- A description of the procedures for examination of complaints.

### **Information and publicity guidelines**

38. As part of the contract for awards, all beneficiaries will receive information explaining that their Scottish Rural Development Programme award has been part financed by the EARFD, and by the Scottish Government, and that this support must be acknowledged.
39. Guidelines will be produced that set out how beneficiaries can meet their publicity requirements at each appropriate opportunity (e.g. use of logos on stationery, leaflets, websites etc) and who you should contact for further information and advice, and where relevant, approval (e.g. logo size).

### **Scottish National Rural Network**

40. The Scottish Rural Network (SRN) will engage with the full range of stakeholders in rural Scotland and play a key role in the publicity and communications of the SRDP. For example, in addition to land managers, it will involve community groups, individuals and businesses in different sectors. It will organise and facilitate thematic working groups and networking events. Access to agricultural and forestry experts and academics to participate and present at such events, will be available through the Advisory Service.
41. Building on the work of the Scottish Rural Network under the 2007-13 programme, capacity for stakeholder engagement and communicating to the wider public will be enhanced over the course of 2015.
42. The communications activities of the SRN will be set out in an annual Communication Plan, involving people in a variety of ways, including: workshops; events; project visits; news articles; films; case studies and social media. The SRN activities will contribute to the deliver of four main aims:
- Increase the participation of rural communities, businesses and the wider public in policy developments that affect them
  - Improve SRDP implementation
  - Inform farmers, rural businesses and communities about policy and funding opportunities
  - Foster innovation in agriculture, food production, forestry and rural areas
43. Alongside the SRDP Programme Team, the SRN will also work closely with other key organisations in the UK and Europe to help disseminate good practice and innovative approaches including:

- active participation in and contribute to the activities of the European Network for Rural Development (ENRD) and European Innovation Partnership (EIP); and
- regular exchanges and collaborative initiatives with the other UK NRNs.

### **Advisory Service**

44. The Advisory Service will launch in 2016 and is closely tied to the Knowledge Transfer and Innovation Fund. This will provide advice and assistance to farmers, crofters, forest holders and other land managers to ensure that the learning from research and development can be transferred to enable improvements on to the ground. This will help delivery the aims of the Strategy through awareness raising of the SRDP and best practice.

### **Information on Complaints Procedures**

45. Complaints procedures will be developed with the detail set out in guidance. Complaints about an alleged failure to apply the regulations or scheme rules on eligibility or other such issue correctly, or an alleged failure to assess an application for funding correctly will be reviewed by an appointed competent individual who was not involved in the original assessment. Someone wishing to make a complaint should first contact their local RPID, FCS or SNH office or the scheme manager.
46. Complaints related to allegations against individual members of staff about alleged mistreatment or unsatisfactory service will follow the existing [SG complaints procedures](#). This will involve the local area of the SG or delivery partner working to resolve the issue locally, or failing that an Investigating Officer being appointed to investigate the complaint and prepare a report. If complainants remain dissatisfied, you then have the option of asking the Scottish Public Service Ombudsman to investigate your complaint. More information can be found at the [Scottish Public Services Ombudsman](#) website

### **Communications and Engagement Planning**

47. Throughout 2013 and 2014 a significant amount of engagement has taken place as the Programme design was finalised and the Programme submitted to the EC. Therefore, communication was essential for both stakeholder involvement in the Programme design, and to inform them of the final decisions taken and implementation timetable. Annex B outlines the Communications activity that took place throughout 2014.
48. Communications planned for 2015 include release of new guidance, roadshows, announcement of the launch of individual schemes and a number of awareness raising activities through the Scottish Rural Network. Delivery Partners will also play a key role in providing customer support about the new schemes and application process. A separate Communications Plan will be developed for each year of the Programme.

## Budget

49. Existing SG resources through the SRDP Programme team, SRN internal management, RPID and Greener Communications teams and delivery partner's communications will be deployed to ensure delivery of this Information and Publicity Strategy. There is no specific budget allocated to this work, however, while not all of the SRN budget (around £4m) will be spent directly on SRDP communications, awareness raising is a significant element of the SRN

## Monitoring & Evaluation

50. We will measure communications activity on an on-going basis, using the methods outlined in the table below. In addition we intend to carry out a mid-term review of communications through a stakeholder and staff survey to ensure communications are responsive and remain effective throughout the Programme period. Annex C gives greater analysis of which of the Strategy aims they will support.

51. The Information and Publicity Plan (for the following and subsequent years) will be adapted depending on the results of the evaluation.

<b>Method and frequency of measurement</b>
Number of applications to each scheme: <ul style="list-style-type: none"> <li>• On the new online system (where appropriate)</li> <li>• On paper</li> </ul>
Number of successful applications
Measurement of stakeholder relationships (qualitative)
Staff and delivery partner understanding of the Programme (qualitative)
Website page views – Rural Payments, Scottish Rural Network, Delivery Partners
Intranet page views – Scottish Government / delivery partners
Relevant social media stats
Monthly Rural Issues newsletter circulation
SRN newsletter circulation, open rate and clickthroughs
Assessment of media coverage – volume and tone of coverage in targeted channels (including local, national and specialist media)
Track footfall at events / shows and qualitative feedback gathered.
Track feedback from RPID Staff Engagement Network.
Monitor messaging at stakeholder conferences
Qualitative stakeholder consultation via RDOC, CAP Stakeholder Group and bilaterals

**Table 2: Method of measurement.** The table shows the method of measurement against outcomes to determine the success of the communications activity.

## Annex A – Target audiences and stakeholders

### Primary audiences

<b>Audience</b>	<b>Definition / interest</b>
<p><b>Beneficiaries</b> (customers)</p>	<p>From time to time we communicate with existing beneficiaries or those whose applications have already been approved, for example, if there is a delay to LFASS payments.</p> <p>We also must ensure that beneficiaries are aware of the requirements on acknowledging EU support.</p> <p>Where possible, this audience will be reached through direct communication. Sometimes it is also necessary to reach them through the media, other stakeholders and / or online.</p> <p>Looking for consistency/reliability, value for money, good customer service (online and face to face) and accessible and clear advice/guidance.</p>
<p><b>Potential applicants</b> (potential customers)</p>	<p>This is a varied group and includes farm businesses, wider rural businesses, community groups, food processors, crofters, foresters, young farmers and others. Agents can also be considered in this category as customers may choose to apply through an agent.</p> <p>Potential applicants need to know about the funding on offer and how to apply. They should also be made aware of best practice through case studies (and that the requirement to provide these will be built into contract requirements for successful applicants) project visits, engaging in networking events – general sharing of best practice to improve the socio-economic and environmental impact of the projects being delivered across the programme.</p> <p>Looking for consistency/reliability, value for money, good customer service (online and face to face) and accessible and clear advice/guidance.</p>
<p><b>Staff</b> (particularly those responsible for implementing / delivering the programme)</p>	<p>This includes senior management, RPID (HQ and Area Offices), ARD, FDARC and policy officials.</p> <p>Staff must be adequately trained and informed of any changes to the Programme so they can deliver it successfully. They also act as a communications channel as the main point of contact with beneficiaries and potential applicants.</p> <p>Looking for good, quality training at the right time, access to information that is clear and easy to understand and consistent messages and communications.</p>
<p><b>Delivery Partners</b></p>	<p>SNH help us to deliver the Agri-Environment and Climate Scheme and FCS delivery the Forestry Grant Scheme and</p>

	<p>have a vested interest in the success of the Programme and associated communications. They also have specialist knowledge on the views of certain stakeholder and applicant groups, so it's important they are involved in negotiations and kept informed of any developments.</p> <p>They are looking for clear and accurate information. To help facilitate collaboration and share information, representatives from the communications functions (Futures Programme, SNH and FCS) meet on a fortnightly basis, or as required.</p> <p>Staff must be adequately trained and informed of any changes to the Programme so they can deliver it successfully. They also act as a communications channel as the main point of contact with beneficiaries and potential applicants.</p> <p>Looking for good, quality training at the right time, access to information that is clear and easy to understand and consistent messages and communications.</p>
<p><b>Stakeholders</b></p>	<p>Our stakeholders are key opinion formers and commentators who represent the interests of potential applicants and existing beneficiaries, as well as wider public interests.</p> <p>Many of our stakeholders meet biannually through the RDOC. Ad-hoc bilaterals are also encouraged between RPID / SNH / FCS leaders to ensure they are consulted on developments.</p> <p>We can ask RDOC members and other stakeholders to help relay (and, where appropriate, advocate) messages to other key audiences.</p> <p>Our key stakeholders are:</p> <ul style="list-style-type: none"> <li>• Association of Deer Management Groups</li> <li>• Confederation of Forest Industries (ConFor)</li> <li>• Council of Scottish Local Authorities (COSLA)</li> <li>• Crofters Commission</li> <li>• Crown Estates</li> <li>• Environment LINK</li> <li>• European Commission</li> <li>• European Evaluation Network for Rural Development</li> <li>• European Innovation Partnership (EIP) Network Service Point</li> <li>• European Network for Rural Development (ENRD) Contact Point</li> <li>• Food and drink industry businesses and organisations</li> <li>• Game and Wildlife Conservation Trust</li> <li>• Highlands and Islands Agriculture Support Group</li> <li>• Highlands and Islands Enterprise (HIE)</li> <li>• Local Authorities and Councils</li> </ul>

	<ul style="list-style-type: none"> <li>• Main Scottish research institutions such as John Hutton Institute, Scottish Crop Institute, Rowette Institute of nutrition and Health</li> <li>• National Access Forum</li> <li>• National Farmers Union of Scotland (NFUS)</li> <li>• National Parks Authority</li> <li>• National Trust for Scotland (NTS)</li> <li>• New Entrants Panel</li> <li>• Royal Society for the Protection of Birds (RSPB)</li> <li>• Scotland’s Rural College (SRUC)</li> <li>• Scottish Council for Voluntary Organisations (SCVO)</li> <li>• Scottish Crofting Foundation (SCF)</li> <li>• Scottish Enterprise</li> <li>• Scottish Environmental Protection Agency (SEPA)</li> <li>• Scottish Game Keepers Association</li> <li>• Scottish Land and Estates</li> <li>• Scottish Organic Producers Association</li> <li>• Scottish Rural Parliament</li> <li>• Scottish Rural Property and Business Association (SRPBA)</li> <li>• Scottish Tenant Farmers Association (STFA)</li> <li>• Scottish Wildlife Trust (SWT)</li> <li>• Tenant Farming Association</li> <li>• VisitScotland</li> <li>• Woodland Trust (Scotland)</li> <li>• WWF Scotland</li> </ul>
<p><b>LEADER Accountable Bodies &amp; Local Action Groups (LAGs)</b></p>	<p>LEADER funding is awarded by LAGs who take decisions on projects which are community driven and have a wider community benefit. Accountable Bodies, and LAGs also have delegated responsibility for the administration of the LEADER programme, including the processing of claims and payments. LAG staff must, therefore, be adequately trained and informed of any changes to the Programme so they can deliver it successfully. They also act as the main point of contact with beneficiaries and potential applicants to LEADER. Scottish Government may also need to communicate with LAGs at a strategic level, especially if there are changes to the LEADER programme. We also want to introduce a more consistent approach across LAGs (e.g. by introducing a central IT system and standardised application forms)</p> <p>Guidance to help LAGs develop Local Development Strategies for the 2014-20 period was published in 2014. A tool-kit/further guidance for LAGs to assist with the delivery of the programme will also be published.</p> <p>Looking for clear and accurate information that won't be</p>

	changed retrospectively (i.e. no moving the goalposts).
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**Table 1: Primary audiences.** The table shows the key external and internal audience groups and the definition / interest they have.

**Secondary audiences**

<b>Audience</b>	<b>Definition / interest</b>
<b>Media</b>	<p>Media itself can act as an opinion former as well as a method of communication.</p> <p>A particular emphasis will be placed on local and specialist media when promoting the Programme. This is because widespread coverage is more achievable. Efforts will also be made to engage the mainstream media, as appropriate.</p> <p>Looking for clear and timely information.</p>
<b>General public, especially in rural areas</b>	<p>It is essential that we communicate with the wider public about the benefits the Programme brings to rural communities and the wider economy. This could include tackling climate change, improving biodiversity, creating or safeguarding jobs and increasing tourism.</p> <p>A key requirement is to ensure the general public is aware of the role played by the European Union in the Programme.</p> <p>Looking for clear information.</p>
<b>Ministers</b>	<p>Ministers are the face of the Programme. They must be informed of, and involved in, any developments or issues so they can present the Programme in a positive light.</p> <p>Looking for clear and timely information.</p>
<b>MSPs, MPs and MEPs</b>	<p>Rural MSPs are among the most recognisable leaders and opinion formers in their area. MPs and MEPs have the reach to raise rural issues at a National and European level.</p> <p>Looking for clear and timely information.</p>
<b>European Commission, European Network for Rural Development, European Innovation Partnership</b>	<p>Forums to allow Scotland to feed into, and learn from, European experiences of best practice, innovation, stakeholder involvement and implementation of Rural Development programmes across Europe.</p> <p>The SRDP Programme Team will co-ordinate input and attendance to the various groups, using the SRN, the Paying Agency and policy leads as appropriate.</p>

**Table 2: Secondary audiences.** The table shows the next level of external and internal audience groups and the definition / interest they have.

## **Annex B – Communication activities in 2014**

Communications throughout 2014 has included:

- the second consultation on the SRDP design (947 responses to the consultation, including 148 responses from organisations and 799 responses from individual members of the public)
- announcement of final CAP decisions on 11 June which was communicated through a Ministerial statement to the Scottish Parliament, news release and media briefing, updates to the CAP website, and social media and partner communications
- a number of fact sheets and leaflets outlining the final design of the SRDP and implementation timetable – available on-line and posted to around 20,000 customers
- presence at the Royal Highland Show and four regional agricultural shows to raise awareness of the wider CAP, including the SRDP directly with potential customers
- a stakeholder event on 11 September to explain progress with the SRDP and discuss final development issues (around 70 attendees)
- 17 roadshows in late 2014 to explain the new CAP to land managers and stakeholders. These focussed on Pillar 1, but also included some information about Pillar 2 (with around 2,500 attendees)
- release of initial guidance for every scheme and support mechanism on the new Rural Direct website in December
- announcement of first SRDP schemes (farm capital schemes) opening in January 2015
- regular use of social media and ensuring the SRDP and CAP websites are up to date
- use of Delivery Partner and stakeholder communications to help disseminate the decisions and messages about the wider CAP and SRDP

## Annex C – Methods of measuring communication against aims

	Informing				Influencing behaviour		Influencing perceptions
	Awareness and understanding of the opportunities and benefits	Staff are equipped with the right information	Beneficiaries understand the European Union contribution	Stakeholders are aware of the benefits, outputs and outcomes and good practice	Encourage the submission of high quality applications	Highlight improvements	Manage expectations
Number of applications submitted	<b>X</b>	<b>X</b>			<b>X</b>		
Number of successful applications	<b>X</b>	<b>X</b>		<b>X</b>	<b>X</b>		
Measurement of stakeholder relationships	<b>X</b>		<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
Staff and delivery partner knowledge of the wider SRDP and relevant schemes		<b>X</b>			<b>X</b>	<b>X</b>	<b>X</b>
Satisfaction of staff and delivery partner staff with guidance and communication of information		<b>X</b>			<b>X</b>	<b>X</b>	<b>X</b>
Website page views –	<b>X</b>		<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>

Intranet page views		<b>X</b>					
Facebook hits	<b>X</b>		<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
Twitter activity	<b>X</b>		<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
Monthly Rural Issues newsletter circulation	<b>X</b>		<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
Assessment of media coverage (possibly, but will require an assessment of value v's costs)	<b>X</b>		<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
Track footfall at events / shows and qualitative feedback gathered.	<b>X</b>		<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
Track feedback from RPID Staff Engagement Network.		<b>X</b>					
Monitor messaging at stakeholder conferences	<b>X</b>		<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
Qualitative stakeholder consultation via RDOC, CAP Strategic Board and bilaterals	<b>X</b>		<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>