



# **Communication Strategy**

**Revised July 2009**

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# Communication Strategy

## 1. Introduction

We have a duty to provide information to users and potential users of social work services so that they gain an understanding of what are available to them and how they can access them.

People wanting to use our services are likely to include those with special needs, for example learning disabilities. Others may not have English as their first language. We must ensure that information is available in the right format and at the right time and place.

The provision of social work services to the citizens of Angus is a complex task involving enquiries and referrals, visits and assessments, care planning, service delivery and reviews. Within social work we recognise and accept the important role communication has to play in this process.

Now, more than ever, we need to be serious and focused about how we communicate. Inspections and reviews of social work services closely examine how good we are at communicating with our customers internally, as well as externally.

In addition, the need to communicate with stakeholders, both internal and external, is central to the development and implementation of these services. To enable this communication to be effectively delivered it is important that the necessary framework, mechanisms and guidelines are in place.

This strategy has therefore evolved from the need to ensure that internal and external communication is clear and effective, as well as creating a more positive public perspective.

## 2. Principles and Aims

### 2.1 Key Principles

The key principles on which this communication strategy are based are:

The right information

- To the right people
- In the right medium
- At the right time

These principles include a number of key factors:

- Communication must be open, honest meaningful and appropriate.
- Staff will understand their role in the communication process and how to effectively communicate with others people:
  - in the department,
  - the Council,
  - externally.

- Information, spoken, written and electronic, must be clear, up to date, easily understood, relevant and in Plain English.
- Quality methods and mediums for communication and information must be used to ensure a professional image for the department.
- Internal and external communication channels must allow for a two way free flow of information both listening and informing.
- Consideration must be given to the communication and information needs of people with physical and learning disabilities, sensory impairment, individuals with literacy problems, people from minority ethnic communities and individuals from hard to reach/vulnerable groups.

## **2.2 Key Aims**

The aims of the Communications Strategy are to achieve:

- A co-ordinated approach to the management and delivery of communication which support the strategic aims of social work.
- Improved information and communication channels throughout the department creating a knowledgeable and well-informed workforce.
- Increased public awareness of the priorities, procedures, services and achievements relating to social work.
- Effective and meaningful engagement and consultation.
- Methods which provide a range of opportunities for dialogue and feedback.
- Improved media relations to promote a positive public image.

## **3. Communication - Who is Responsible?**

The full aspect of what is meant by communication is not always clear. Communication is the overarching process that is used to cover information, consultation and engagement with the public, users and carers, staff, elected members and our planning partners, as well as the Scottish Government, MSPs etc. It also includes our public relations, in other words managing the public image of our services.

Communication is a two-way process. It is not just the flow of information to someone but consultation and involvement with them. Improving communications between staff within social work has to be an integral part of this strategy. It must be recognised that staff have a vital role to play in any communication process and that effective internal communication can assist in creating a knowledgeable and well informed workforce.

Social work staff are based in many different locations and it is therefore important that internal communications are effective and sustainable. Most staff give and receive information in one way or another, many of them directly to and from service users and carers. Front line staff have a key role to play in communication and it is important that they know exactly what is expected of them. Communication needs to be built into the work of the department, not “bolted on”.

In addition, a strong emphasis is being placed on the involvement of users in shaping the development, provision and ongoing review of services. However, they cannot do this without information on what services are available, what they are entitled to, and what they can expect from social work, or those we commission services from.

This information must be communicated in the right way. Thinking strategically about communications is therefore crucial.

It is therefore important that each Senior Manager take responsibility for ensuring the successful implementation of this Communication Strategy within their own areas in order that the cascade of essential information to appropriate staff can be instigated and sustained.

#### **4. Strategies Guidelines Protocols and Procedures**

Social Work and Health does not communicate in isolation and therefore this strategy must also reflect the overall vision and values of the Council as embodied in the:

- Corporate Plan
- Community Plan
- Annual Report
- Departmental Service Plans

There are many strands to communications and corporately there is a range of strategies and policies that can contribute to the overall goals of this communications strategy. The following table lists those most relevant to communications, gives a brief outline of content and where they can be accessed.

<b>Corporate Strategies and Policies linked to Communication</b>		
<b>Strategy/Policy</b>	<b>Description</b>	<b>Where it can be accessed</b>
Corporate Communications Strategy	This Strategy sets out the high level aims and objectives for effective communication across the Council (under development).	
Corporate Public Performance Reporting Strategy	Outlines the council's performance reporting framework, to inform people of how the services the council provides are performing.	Intranet – Council Info – Best Value
Corporate DRAFT Information & Communications Management Strategy	The management and communication of information to aid public performance reporting, the democratic process and improve customer service.	Via David Richards, Research Officer <a href="mailto:RichardsD@angus.gov.uk">RichardsD@angus.gov.uk</a> 01307 473789
Corporate Media guidelines	Outlines role of the PR unit; the process of clearing releases by services or members; specifies convenors role.	Intranet – Council Info - Policies
Corporate Pre-election media protocol	Government guidelines regarding publicity in the six-week period prior to elections.	Intranet
Corporate Email and Internet Policy	Guidelines on acceptable use of council e-mail and Internet/Intranet facilities.	Intranet – Council Info - Policies
Corporate House Style guidelines	Use of logo and typeface and its application on letters, presentations etc.; guidelines for written house style, use of Plain English and interpreting and translating guidelines.	Intranet – Council Info - Policies
Corporate Consultation and Involvement Strategy	This strategy focuses on the broader concepts and issues relating to consultation and involvement, which will impact on the models and methods employed.	Intranet – Council Info – Best Value
Angus Community Planning Partnership	Outlines the Community Planning Partnerships aims and objectives for effective communication in the community planning process. (communications strategy)	<a href="http://www.angus.org.uk/documents">www.angus.org.uk/documents</a>
Corporate Customer Care Standards	Under development	

## 5. Communications Functions

For the purpose of this strategy communication has been broken down into four strands:

- **External Communication**  
Service Users/Carers and the General Public
- **External Communication**  
Planning Partners, Voluntary Organisations, Media, MSP's
- **Internal Communication**  
Staff
- **Internal Communication**  
Elected Members, Corporate

Channels for all strands must be built into the strategy.

### 5.1 The Right Information

Information must be meaningful and relevant. The following gives details and information that as a department we should communicate:

- Information about services provided or commissioned by social work
- Strategies/Policy documents
- Structures
- Priorities and Responsibilities
- Contacts
- Pilot Projects/New developments
- Guidelines/Operational Instructions
- Quality Service Standards
- Details about Planning Groups/Partnerships
- Plans:
  - Community Care and Health Services in Angus
  - Children's Services Plan
  - Service Plan
  - Annual Report
- Community Information:
  - Consultation and Engagement events
  - Conferences/Seminars
  - Open days/evenings
  - Social events – Residential Care Homes, Learning disabilities
- Recruitment/advertisements for:
  - Staff
  - Volunteers
  - Foster Carers

- Training for:
  - Staff
  - Volunteers
  - Voluntary sector
  - Foster Carers
  - Childminders

## **5.2 The Right People**

The need to communicate with stakeholders, both internal and external at a local, corporate and national level, to generate and maintain involvement, is central to the ongoing delivery and future development of social work services.

## **5.3 The Right Medium**

Communication methods and the way in which people “receive” communications play a vital role in the communication process. Information can be given or received in many ways and it is important to recognise that while the printed word is a fundamental and necessary means of communicating it does have limitations.

The printed word is not accessible to people with a visual impairment, learning disabilities or literacy problems. In addition, individuals whose first language is not English can experience difficulties when trying to communicate. It is also acknowledged that different approaches will also be required when communicating with children and young people. People who are seeking information or would like to “communicate” something may want to talk to someone about their enquiry. However, individuals also need information that they can refer to in their own time. They build up their knowledge base bit by bit and as they become more informed different questions arise and they look for more information. Communication methods should therefore encompass a range of mediums. Taking into account appropriate formats such as large print, Braille, audio, DVD, video and other languages the following mechanisms have been identified

### **5.3.1 Face to face**

Individual contact with service users, potential service users, carers and the public in general happens daily throughout social work. It is therefore of the utmost importance that individual staff members are clear about their role in the communication process and how their actions impact on the overall perception that people have of social work, the service provided and the staff who provide that service.

### **5.3.2 Website**

The development of electronic communication has changed the way we present information and in the way we ourselves are informed. Electronic information and communication methods provide an alternative or an addition to other methods used.

A website can be regarded as a main way of communicating with a wider audience in order to disseminate information and raise awareness. Social Work has information on the Council website with links to appropriate publications.



### **5.3.3 Intranet**

The Social Work Intranet was launched during December 2003. It is recognised that, at present, all staff do not have individual access to this site. However the continuous development of this site and increased accessibility means that, through time, it will provide an alternative or an addition to other methods used for communicating information to staff.

### **5.3.4 Newsletters**

An internal newsletter is produced on a quarterly basis and is distributed to all staff. It is also available in a PDF (Portable Document Format) on the Social Work intranet. This newsletter provides another way of communicating information to staff

Newsletters have also been developed for carers of adults with learning disabilities. Internal and external newsletters could be utilised to communicate information across all service areas.

### **5.3.5 Media**

It is important that social work information is communicated in a positive way in the press. "Good News" stories positive statements and improvements in services should be regularly featured in the local newspapers. However care must be taken to ensure that we balance this with useful customer focused information to ensure that we are not viewed by the press as having a 'propaganda' machine in operation.

Local radio, Radio Tay and Radio North Angus can be used to promote events, raise awareness and provide another way of communicating information to a wide audience.

### **5.3.6 Consultation, Engagement and involvement mechanisms**

There are many ways of consulting or involving the public, service users and staff. Questionnaires, face to face interviews, telephone interviews, focus and user groups, citizens panels, public meetings, area forums, seminars and workshops are just a few of the methods that can be utilised. The method chosen will depend on the reason for the consultation or involvement exercise.

Guidance is available on the Social Work and Health Intranet about involving and engaging with service users and carers.

In addition there are a number of consultation and involvement mechanisms in place both at a corporate and departmental level that can be utilised to communicate information. Reference should also be made to the corporate consultation and involvement strategy when planning an exercise of this nature.

It should be noted that consultation is not the same as, although similar to, involvement or engagement. Consultation is usually passive participation under which the key decisions may have already been taken or a limited range of options put forward and people are simply asked to react or respond to these.

Involvement is the active participation in the consideration of some issue. It is about getting people involved in the formation of a development proposal,

policy plan, performance review etc and by doing so giving them ownership of the issue. The involvement should be seen as a two way process between social work and the target audience e.g. the public, service users, carers and staff.

Engaging in a meaningful way with individuals and groups provides social work with better quality feedback from the public and staff about the issue concerned.

The impact on people's perception is also greater as individuals and groups feel valued, believe their consultation has been recognised, able to have more say in the development and running of services.

### **5.3.7 Training**

A programme of training from induction onwards, is delivered across the department co-ordinated by the training section. In addition Customer Care training is also provided from a corporate perspective.

In order to support staff and encourage effective communication at all levels appropriate training should be developed and provided. It is important for staff to know what is expected of them and the vital role they play in the communication process.

Training is also available to individuals working in the voluntary sector and can be a useful mechanism for informing and updating organisations that are commissioned to provide services on our behalf.

### **5.3.8 Supervision and Appraisal**

Linked to having a well-informed and knowledgeable work force supervision and appraisal have a vital role to play in supporting staff and enabling them to help create an effective communication network.

### **5.3.9 Meetings**

Representatives from social work meet on a regular basis with user groups, carers, our planning partners and the voluntary sector. These meetings should be used to further develop systems for the crossflow of information as well as top down bottom up.

### **5.3.10 General correspondence**

There will, of course, be times when the most appropriate method of communication will be by letter or memo.

For consistency and good communication purposes Angus Council has a house style that should be used for all letters, memo's and faxes. This house style can be accessed on the Council Intranet.

## **5.4 The Right Time**

When communicating information of any kind timing is crucial. Where we are jointly working with our planning partners it is important to have an understanding of their communication arrangements. We also need to take into account that when communicating with the public, service users/carers and the voluntary sector they will each have different time frames within which they work.

For example, any form of engagement, consultation or involvement with service users with mental health issues would not be well attended if arranged at short notice for 9.00am. For a variety of reasons service users in this target group prefer afternoons.

## **6. External Communication**

Service Users, Carers and the General Public

Communicating externally can be a complex issue. It is therefore important that we do it right. The challenge faced by Social Work and Health is that as a department we work across specialist areas providing many different services. Ensuring that our key messages reach these different service areas could be difficult.

Having such diverse services means that many of the key messages, as well as the service users, will be disparate. Providing clear and concise information and communicating consistently is therefore crucial. Because of the wide range of individuals that social work needs to communicate with, we need to ensure that any “public information” is clear, concise and easily understood by the range of recipients.

Information produced must have a strong and consistent image and be clearly branded and recognisable as Social Work and Health. This will ensure that a professional image is created and maintained for the department.

### **6.1 Individuals**

These are individual residents and people who use services, people who benefit from services, for example carers, and potential service users. This group must also include those who do not currently use services but may need or want to use services were they to know about them. Communicating effectively with local residents, service users, and potential service users enables social work to work towards continual improvement in the delivery of efficient services to a high standard. Clear sign-posting, as well as good information and front line contact are all vital in raising our standards as well as our public profile.

### **6.2 Vulnerable/Hard to reach groups and/or individuals**

It is acknowledged that different approaches will be needed for communication with these groups and individuals.

However, it is important that social work make additional efforts to communicate with those that are isolated or excluded from the conventional communication processes for whatever the reason. Good communication links, though client specific organisations, with hard to reach/vulnerable groups is essential if we are to ensure that we are responding to their actual needs and enabling these groups and individuals to participate in the continuous improvement of services.

### **6.3 Action Required**

Identify and implement appropriate communication methods for:

- Children and Young People, including children with disabilities;
  - Older people living in the community and in residential care;
  - Adults with Learning Disabilities;
  - Adults with Physical Disabilities;
  - People with Sensory Impairment;
  - Individuals with literacy problems; and
  - Individuals whose first language is not English
- Further develop and maintain the links with organisations/agencies who provide services for the following groups and/or individuals:
    - People who care for others, including young carers;
    - People who are /may become homeless;
    - People with Mental Health problems;
    - People with Alcohol/Drug problems; and
    - People Blood Borne Viruses.
  - Identify and implement appropriate training to ensure that staff are knowledgeable and well informed, able to be effective communicators with service users and the general public.
  - Continue to address, through the departmental customer care group, communication hotspots.

## **7. External Communication**

Planning Partners, Community Councils, Voluntary Organisations, MSP'S and the Media.

### **7.1 Planning Partners**

Communicating effectively with our key partners Education, Housing, Health and the Police etc, is crucial if effective integrated services are to be developed and sustained. In addition, good communication is the catalyst for the exchange of internal information providing a mechanism to share ideas and develop/promote good practice.

### **7.2 Community Councils**

There are 26 Community Councils in Angus. Establishing and maintaining effective communication links with the community councils allows for:

- Key messages to be widely communicated
- Can help develop and sustain a good public profile
- Promotes community involvement

### **7.3 Community Groups**

As with community councils, establishing effective communication channels with community groups both from a geographical or interest base can promote involvement and provide a forum for two-way dialogue.

#### **7.4 Voluntary Organisations**

Working closely with our partners in the voluntary sector to establish effective communication channels is also of importance. Good communication with these organisations not only helps to raise our public profile but also results in effective interagency working that helps provide more closely integrated services.

#### **7.5 Volunteers**

Volunteers are used in many of the service areas for a variety of reasons, for example as:

- Foster Carers
- Volunteer Drivers
- Befrienders
- In Resource Centres
- In Care Centres

Effective communication with this group encourages community involvement, provides another communication link with service users and again raises the profile of social work in a positive way.

It is therefore important that volunteers are valued for their contribution to service delivery and not overlooked in the communication process.

#### **7.6 National**

This includes COSLA, ADSW, and the Scottish Government through MSPs and the European Parliament through MEP's.

Communication directly and indirectly with these bodies is a role that the department regularly undertakes. It should be recognised as a two-way process. Effective communication with these bodies will ensure that social work will have a robust knowledge of national policy and development issues. This is important in terms of gaining a longer term vision of service delivery issues.

#### **7.7 Media**

The media is an important link to our stakeholders as it informs and influences everyone, service users, employees, elected members and partners.

The local media can play a key role in influencing and informing the citizens of Angus. It is therefore important that we communicate effectively with them. Mis-information can and does damage our public profile. Clear and carefully worded messages should therefore be given through the appropriate channel. Effort should be made to promote our good practice and success stories as much as possible with the local media as this can both develop and sustain a good public profile.

## **7.8 Action Required**

- Develop and implement joint protocols for the production and management of public information, policies and procedures that are jointly produced with our planning partners.
- Establish and maintain relevant contact details for all Community Councils.
- Establish communication links with local community groups.
- Further develop the communication channels with organisations in the voluntary sector.
- Build on the systems already in place to improve the communication channels and support that are available to volunteers.
- Continue the development of mechanisms that enable staff to access information in regard to national policy and development.
- Continue to develop, in conjunction with the Council's Public Relations department, a good media relationship.
- Ensure that appropriate guidelines are available to staff for the production, approval and distribution of media messages.

## **8. Internal Communication**

### **Staff and Service Users**

Internal communication is an essential process that ensures that individuals across the department are clear about the aims, vision and purposes of social work. Internal communication is also the main way in which important information is exchanged as it provides a mechanism for accessing support, sharing good practice and enabling employees to act as public representatives for the department.

### **8.1 Staff**

Staff have a vital role to play in any communication process and that effective internal communication can assist in creating a knowledgeable and well-informed workforce. Their contribution influences the quality of the services provided and impacts on the overall perception of the department. As the department's main assets, there is a clear need to support, encourage and equip staff to communicate in the most effective ways possible.

Effective internal communication is also vital if the department wants to work towards continually delivering high quality services. It is therefore important to recognise the contribution that individual employees will make to this process. Effective internal communication also plays a major role in developing, maintaining and sustaining a highly motivated and consistent workforce.

All staff should therefore be involved in defining systems and processes. Excluding staff, particularly frontline operational staff can lead to "communication isolation". Clear, accessible and transparent systems for the flow and exchange of information are essential components for successful internal communication. Without these structures in place the communication of relevant information can become lost within the system, and may not reach particular individuals in localities.

### **8.2 Service users, carers and their representatives**

Although detailed in the external section this group must also sit within the internal communication strand. This in the main is due to the continued and increasing involvement of service users and carer representatives. Their involvement in the

development, planning and review processes means that there is a need, when necessary, to communicate important internal information to them.

### **8.3 Action Required**

- Identify gaps in internal communication methods already in place and develop ways in which to address them.
- Develop systems for consulting with and involving staff at all levels.
- Consider the introduction of staff focus groups to look at/give feedback on specific issues.
- Identify the training needs of front line staff with regard to effective communication and customer care.
- Identify and implement appropriate communication methods for users/carers or their representatives involved in the planning and review process on a formal basis. Enabling them to participate fully in the ongoing development of services.

## **9. Internal Communication**

Corporate Communication, Elected Members

### **9.1 Corporate Communication**

As stated earlier, Social Work and Health does not communicate in isolation and must also reflect the overall vision and values of the Council. There are, as already stated, several corporate strategy documents relating to communication, engagement and involvement that can be used as additional sources of information. In particular reference should also be made to the Corporate Communication Strategy (December 2007).

### **9.2 Elected Members**

Effective communication between Elected Members and staff is very important. Good communication between member and employee creates a relationship between those involved that allows for a clearer recognition and understanding of roles and responsibilities. In addition, it provides a firm base for a proficient department.

### **9.2 Action Required**

- Ensure that staff are aware of the corporate strategies, protocols and guidelines relevant to their work and how to access them.
- Ensure that all staff are aware of the correct procedure to use when communicating with our Elected Members.

## **10. Summary**

There is no one best way to communicate as it depends on:

- Who you are trying to communicate with;
- What kind of information you are trying to communicate;
- What mediums are available; and
- Which medium best suits the needs of the target audience.

With this in mind, the table in Appendix 1 attempts to clarify this.

## **11. The Way Forward – Where we want to be.**

Through self assessment at an individual, team and service area the department will continue to improve communication and involvement with our stakeholders. We must inform and motivate staff, recognise achievements and promote customer care. With our service users we must engage effectively and increase satisfaction levels.

In this way communication and engagement systems will be embedded within normal working practice and not seen as an “add on”. Progress across the department is consistent and work continues to ensure that:

- All staff have access to a range of mechanisms for effective internal two-way communication with colleagues and senior management.
- Staff are knowledgeable and well informed, able to be effective communicators with service users and the general public.
- Public information reflects the specific needs of the citizens of Angus, enabling them to have a thorough understanding of the range of services we offer and how they can access them.
- Effective external communications are developed, as well as improved media communications, to create both a clearer public profile and a positive public image with our service users and the general public.

## **12. Conclusion**

It is recognised that creating and sustaining effective two-way communication channels with a wide variety of individuals, groups and organisations is a major task.

However, as the need to communicate with stakeholders, both internal and external, is central to the development and implementation of our services, implementation of this strategy will contribute to creating an effective communication process within Social Work and Health.



<b>The Right People (who to communicate with)</b>	<b>The Right Information (what you want to communicate)</b>	<b>The Right Medium (how to communicate)</b>
<b>EXTERNAL</b>		
<b>Service Users/Carers and the General Public</b>		
Individuals <ul style="list-style-type: none"> <li>- Children and Young People</li> <li>- Children with Disabilities</li> <li>- Older People</li> <li>- Adults with Learning Disabilities</li> <li>- Adults with Physical Disabilities</li> <li>- People with Sensory Impairment</li> <li>- Individual with literacy problems</li> <li>- Individuals whose first language is not English</li> </ul>	<ul style="list-style-type: none"> <li>• Information about social work services</li> <li>• Eligibility Criteria</li> <li>• Structures</li> <li>• Standards</li> <li>• Community Care and Health Services in Angus</li> <li>• Children’s services plan</li> <li>• Contacts</li> <li>• Performance reporting</li> <li>• Consultation and Engagement events</li> </ul>	<ul style="list-style-type: none"> <li>• Leaflets/fact sheets/booklets</li> <li>• Service Plans</li> <li>• Corporate Plan</li> <li>• Internet</li> <li>• Newsletter</li> <li>• Media</li> <li>• Area Forums/Public Meetings</li> <li>• Conferences/seminars/workshops</li> <li>• Consultation/Involvement mechanisms</li> <li>• Telephone</li> <li>• Individual face to face contact</li> <li>• Committee reports</li> <li>• Annual Reports</li> <li>• Council Magazine</li> </ul>
<b>Individual/Vulnerable/Hard to reach Groups</b>		
Vulnerable/hard to reach groups <ul style="list-style-type: none"> <li>- People who care for others including Young Carers</li> <li>- People who are/may become homeless</li> <li>- People with Mental Health Problems</li> <li>- People with Alcohol/Drug Problems</li> <li>- People with HIV/AIDS</li> </ul>	<ul style="list-style-type: none"> <li>• Information about social work services</li> <li>• Contacts</li> <li>• Structures</li> <li>• Standards</li> <li>• Community Care and Health Services in Angus</li> <li>• Children’s services plan</li> <li>• Performance reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Leaflets/factsheets/booklets</li> <li>• Service Plans</li> <li>• Internet</li> <li>• Newsletter</li> <li>• Media</li> <li>• Consultation/Involvement mechanisms</li> <li>• Individual face to face contact</li> </ul>

EXTERNAL		
Planning Partners	<ul style="list-style-type: none"> <li>• Information about services</li> <li>• Structures</li> <li>• Standards</li> <li>• Community care plan</li> <li>• Children's services plan</li> <li>• Service Plan</li> <li>• Contacts</li> <li>• Performance reporting</li> <li>• Policy and procedures</li> </ul>	<ul style="list-style-type: none"> <li>• Leaflets/factsheets/booklets</li> <li>• Service Plans</li> <li>• Internet</li> <li>• Newsletter</li> <li>• Media</li> <li>• Training</li> <li>• General Correspondence</li> <li>• Area Forums/Public Meetings</li> <li>• Conferences/seminars/workshops</li> <li>• Meetings</li> <li>• Consultation responses</li> <li>• Joint projects</li> <li>• Networks</li> </ul>
Community Councils	<ul style="list-style-type: none"> <li>• Information about services</li> <li>• Contacts</li> <li>• Structures</li> <li>• Standards</li> <li>• Community care plan</li> <li>• Children's services plan</li> <li>• Performance reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Leaflets/factsheets/booklets</li> <li>• Service Plans</li> <li>• Internet</li> <li>• Newsletter</li> <li>• Media</li> <li>• Area Forums/Public Meetings</li> <li>• Conferences/seminars/workshops</li> <li>• Consultation/Involvement mechanisms</li> <li>• Telephone</li> <li>• Individual face to face contact</li> </ul>
Community Groups	<ul style="list-style-type: none"> <li>• Information about services</li> <li>• Contacts</li> <li>• Structures</li> <li>• Standards</li> <li>• Community care plan</li> <li>• Children's services plan</li> <li>• Performance reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Leaflets/factsheets/booklets</li> <li>• Service Plans</li> <li>• Internet</li> <li>• Newsletter</li> <li>• Media</li> <li>• Area Forums/Public Meetings</li> <li>• Conferences/seminars/workshops</li> <li>• Consultation/Involvement mechanisms</li> <li>• Telephone</li> <li>Individual face to face contact</li> </ul>

Voluntary Organisations	<ul style="list-style-type: none"> <li>• Information about social work services</li> <li>• Structures</li> <li>• Standards</li> <li>• Community care plan</li> <li>• Children's services plan</li> <li>• Contacts</li> <li>• Performance reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Leaflets/factsheets/booklets</li> <li>• Service Plans</li> <li>• Internet</li> <li>• Newsletter</li> <li>• Media</li> <li>• Area Forums/Public Meetings</li> <li>• Conferences/seminars/workshops</li> <li>• Consultation/Involvement mechanisms</li> <li>• Telephone</li> <li>• Individual face to face contact</li> </ul>
Volunteers	<ul style="list-style-type: none"> <li>• Information about services</li> <li>• Structures</li> <li>• Contacts</li> <li>• Policy and procedures</li> <li>• Standards</li> </ul>	<ul style="list-style-type: none"> <li>• Angus volunteer centre</li> <li>• Internet</li> <li>• Newsletters</li> <li>• Media</li> <li>• Area forums</li> <li>• General correspondence</li> <li>• Telephone Individual face to face contact</li> <li>• Training</li> </ul>
Media	<ul style="list-style-type: none"> <li>• Information</li> <li>• Promote services</li> <li>• Improve perception and understanding</li> </ul>	<ul style="list-style-type: none"> <li>• Committee meetings</li> <li>• Public Meetings</li> <li>• Press releases/ Photo-calls/ events</li> <li>• Briefings</li> <li>• Public meetings and events.</li> <li>• Promotional material</li> </ul>

<b>INTERNAL</b>		
<b>Staff/Service User/Carer Representation</b>		
Staff	<ul style="list-style-type: none"> <li>• Information about social work services</li> <li>• Structures</li> <li>• Standards</li> <li>• Community care plan</li> <li>• Children's services plan</li> <li>• Service Plan</li> <li>• Contacts</li> <li>• Performance reporting</li> <li>• Policy and procedures</li> </ul>	<ul style="list-style-type: none"> <li>• Leaflets/factsheets/booklets</li> <li>• Service Plans</li> <li>• Internet/Intranet</li> <li>• Newsletter</li> <li>• Training</li> <li>• General Correspondence</li> <li>• Conferences/seminars/workshops</li> <li>• Telephone</li> <li>• Individual face to face contact</li> <li>• Meetings</li> <li>• Supervision</li> <li>• Appraisal</li> <li>• Seminars/Conferences</li> <li>• Training</li> </ul>
Service Users, Carers and their representatives	<ul style="list-style-type: none"> <li>• Information about social work services</li> <li>• Structures</li> <li>• Standards</li> <li>• Community care plan</li> <li>• Children's services plan</li> <li>• Service Plan</li> <li>• Contacts</li> <li>• Performance reporting</li> <li>• Policy and procedures</li> </ul>	<ul style="list-style-type: none"> <li>• Leaflets/factsheets/booklets</li> <li>• Service Plans</li> <li>• Internet</li> <li>• Newsletter</li> <li>• Training</li> <li>• General Correspondence</li> <li>• Conferences/seminars/workshops</li> <li>• Telephone</li> <li>• Individual face to face contact</li> <li>• Meetings</li> </ul>
<b>INTERNAL</b>		
<b>Elected Members</b>		
Elected Members	<ul style="list-style-type: none"> <li>• Information on current issues</li> <li>• Contacts</li> <li>• Structures</li> <li>• Strategies/policies</li> </ul>	<ul style="list-style-type: none"> <li>• Council Meetings</li> <li>• Pre -Agenda</li> <li>• Minutes</li> <li>• Internet/Intranet</li> <li>• Minutes</li> <li>• Media</li> </ul>

