



HOUSING FIRST SCOTLAND

Communications Strategy

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SECTION 1

WELCOME

1. Why we need to communicate

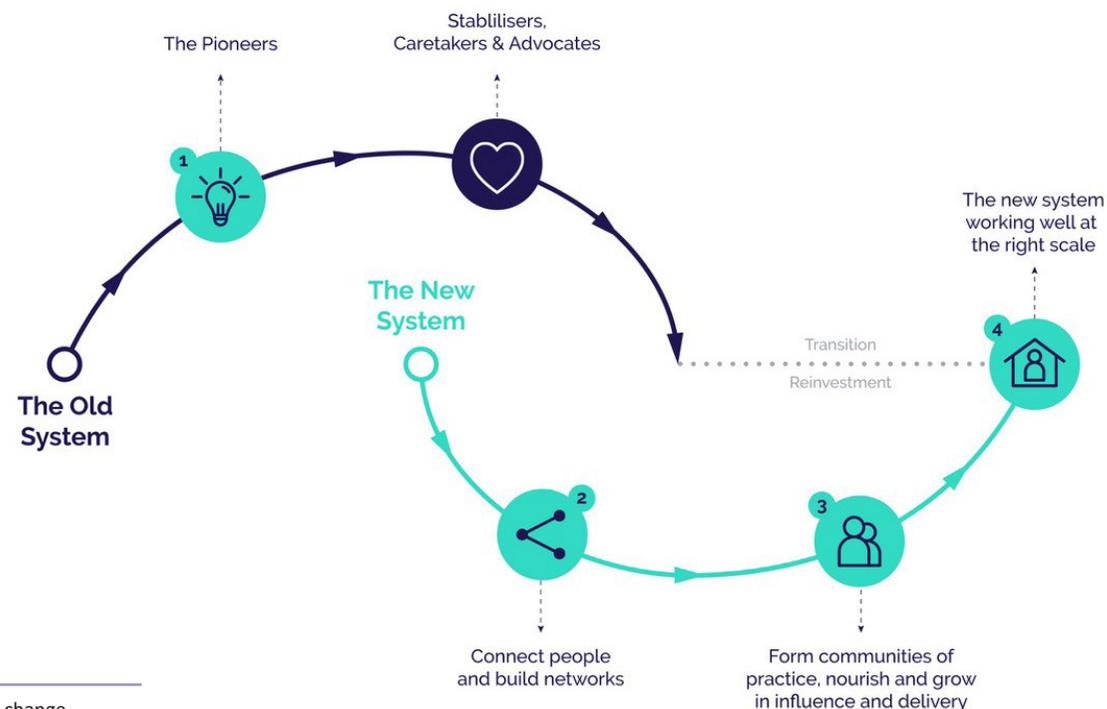
- 1.1 Having somewhere to call home is a basic human right and housing is one of the most important factors in any person’s quality of life. We need to have a wide range of measures in place that help prevent homelessness in the first place and ensure that when it does happen, it is responded to quickly to minimise the damage it causes. In Scotland, a co-ordinated, multi-agency response to homelessness is gathering pace and communicating the multiple strands of activity is important.
- 1.2 Housing First, as part of the overarching transition to a rapid rehousing approach, is one of the central ‘new directions’ Scotland has adopted to end homelessness. Housing First provides a settled home with flexible, responsive support and recognises this as the best base to build and live our lives. Housing redresses the disadvantage faced by people whose homelessness is compounded by other tough times, such as trauma, addictions, mental health or experience of the community justice system. It is estimated that Housing First could be the best fit for around 5,000 people in Scotland a year.¹
- 1.3 To secure the greatest benefit from marketing and communications activity the transition to Housing First Scotland and the wider Rapid rehousing agenda must be understood and embraced by everyone involved in ending homelessness as well as people in communities across the country.
- 1.4 Housing First approaches at a local level are emerging as new partnerships between local authorities, housing and support providers are made. Communicating the social value of Housing First helps all partners to understand the ambition, rationale and to build and maintain a high-quality Housing First approach locally.
- 1.5 In order for Housing First to succeed a growing momentum is required, with strong communication and storytelling within and beyond the ‘homelessness’ sector. Much of the potential of Housing First relies on widespread understanding among different stakeholder groups and support for the approach and the scale of change that is needed.
- 1.6 This communications strategy will involve people, encourage collaboration and participation and keep that involvement active as Housing First is scaled up across 32 local authority areas in line with local need across Scotland.



¹ Developing a Profile of Severe and Multiple Disadvantage in Scotland (Heriot-Watt University; 2018)

2. Changing a System – a safe transition

- 2.1 Scaling up Housing First as part of a new Rapid Rehousing approach is a significant change programme for people working at a national and local level. But the transition now underway is based on overwhelming evidence and experience and, once it has been achieved, will reduce the time people spend homeless and the damage it causes and be more effective and cost-effective for local authorities and partners.
- 2.2 The Berkano² ‘two loops’ is a useful way to understand and communicate this change and each of our roles within it. For tackling homelessness in Scotland, the dominant system has peaked and become ineffective - with homelessness no longer reducing and people spending long periods of time in temporary forms of accommodation, sometimes segregated from their community. In this unequal system, people face real disincentives to work or learn due to the housing benefit models within different types of homeless accommodation
- 2.3 The new system of earlier prevention, rapid rehousing and Housing First is emerging. To ensure a safe transition, the old system needs experienced ‘care-takers’ to support services and approaches – and most importantly, the people using them - until the services are no longer needed. The new system needs leaders to drive change and ensure it is embedded and maintained – the new normal. And this transition needs people to monitor and scrutinise it – to advocate for and defend the rights of people - until the new system of responding to homelessness is of the right scale and working effectively:



² <https://berkana.org/about/our-theory-of-change>



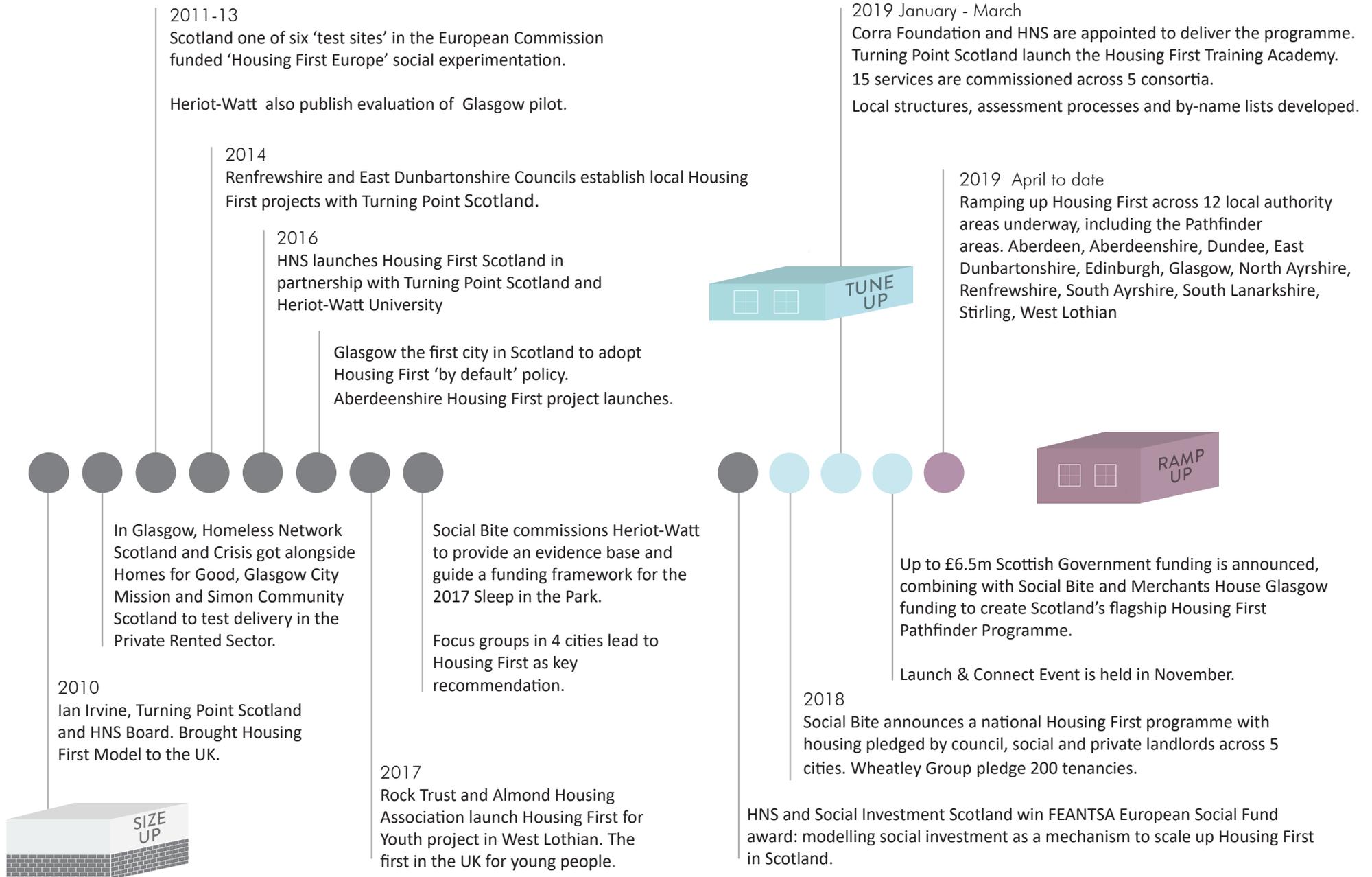
Transitioning to Rapid Rehousing and Housing First



SECTION 2

COMMUNICATING HOUSING FIRST

THE STORY SO FAR



3. Housing First – what’s the story?

- 3.1 Even the most compelling evidence alone is rarely meaningful enough to rally audiences around significant change. Housing First Scotland has a story sitting behind the data – to help end homelessness, which is a powerful call to action.
- 3.2 At the heart of this is some of the most vulnerable and disadvantaged people in society who are, at the same time, also some of the most resilient and inspiring. The real heroes in this story are men and women with some of the hardest life experiences, who have a range of experiences including childhood and early years trauma, domestic abuse, mental ill health, addictions as well as time spent in local authority care or prison.
- 3.3 They are not the only heroes. There are politicians and leaders with drive and passion willing to stake their reputation on a better way of doing things. There are inspiring fundraisers with long-term vision; housing providers who are thinking ‘yes’ instead of ‘no’; frontline workers who are sick-and-tired of a system that isn’t working and are desperate to end homelessness for those they support; journalists and bloggers who can see past the ‘blankets-and-Bovril’ story and are willing to expose the real issues around homelessness – and the solutions.
- 3.4 The story starts with a Housing First pilot in Glasgow 2010. In 2018, a cornerstone recommendation to scale up Housing First from both a Scottish Minister appointed Action Group and a cross-party parliamentary inquiry. In 2019 a Housing First Pathfinder in 6 local authority areas to learn how to scale up in line with local need for the first time, while new Housing First approaches continue to emerge and grow across all parts of Scotland every day.
- 3.5 The story ends with large-scale and repeat homelessness for those with the toughest experiences in decline, the elimination of rough sleeping in Scotland and a fairer, faster, more normal and compassionate response to homelessness embedded in local services across the country. Instead, services will help people settle or resettle in their community, with support framed as:

Local: the choice for a person to be supported in their own home as part of a local community so that we can all live, work and use services in ‘ordinary’ places, not homeless places.

Tailored: support that is flexible, immediate and for as long as a person requires it. Respecting an individual’s ability to build their own life and making sure choice and control is in their hands.

Realistic: helping people tackle the financial hardship that often causes homelessness, as important as providing other types of support.

In addition, the seven principles of Housing First provide a framework and should be woven through whatever style of communications is being carried out. When carrying out communications activity, internally or externally, strive to include these principles:

7 PRINCIPLES OF HOUSING FIRST

1 People Have a Right to a Home

People are offered a home of their own as quickly as possible, with no requirement to be 'housing ready.' Their tenancy agreement will be the same as any other tenant and they will not be asked to meet any additional rules or criteria.

2 Flexible Support is Provided for as Long as is Needed

Support offered is not time-bound and is flexible enough to work with people at different levels of intensity based on their individual situations and experiences. This includes people choosing not to accept support or deciding they no longer need support as their situation has improved.

3 Housing and Support are Separated

Landlord and support functions are delivered separately, and choices people make do not affect their housing security. The offer of support stays with the person – if they decide to move to a new area or their tenancy fails, they are supported to avoid homelessness crisis again.

4 Individuals Have Choice and Control

People are involved in choosing their own home, in a location that best suits their circumstances. Through person-centred planning they are also in control of the support they receive choosing where, when and how support is provided.

5 An Active Engagement Approach is Used

Support staff have small caseloads, allowing them to be proactive and persistent in offering support; doing 'whatever it takes' as many times as necessary to build a positive relationship with people. Cases will remain open even when engagement is low.

6 The Service is Based on People's Strengths, Goals and Aspirations

Support is based on the understanding that there is always the possibility of positive change and improved health & wellbeing, relationships and social and economic integration. Support staff work alongside people to identify strengths, goals and skills, building self-esteem and confidence.

7 A Harm Reduction Approach is Used

All engagement is based on the principle of reducing harm from alcohol and drugs and supporting people to minimise self-harm. Support is based on promoting recovery in physical and mental health and wellbeing.



People have a right to a Home.

This narrative provides a framework and should inform even the most basic communications, connecting the simplest local media story or blog post to these messages.

4. Housing First – Key messages

Housing First is normal, it's fairer, it works, and everyone benefits.

Why Housing First? We can condense this into one sentence containing 4 key arguments. Housing First is normal, it's fairer, it works – and everyone benefits:

- 4.1 **Housing First is normal:** Having a home is normal –everyone needs and has a right to one. But over time, we have responded to homelessness by building a different response, sometimes segregating people from their community - with B&Bs, shelters and hostels for example, and long periods in temporary accommodation. Then we normalised that – and started assessing whether people were 'ready' for a house at all. Housing First takes us right back to home and community, for those that need it most.
- 4.2 **Housing First is fairer:** If we understand homelessness as driven by poverty and inequality, then we know that some of us are much more likely to experience it. Not because of something we've done, but because the cards were stacked against us. Scotland's universal right to housing is internationally respected. But not everyone is able to enjoy those rights equally – know where to find them, or how to use them. Housing First helps to redress the balance and creates a more level ground so that everyone can get home.
- 4.3 **Housing First works:** There is now an overwhelming body of international evidence showing that, with close fidelity to the Housing First principles, most people are more likely to stay housed - and feel benefit in many other ways too. The approach delivers 80-90% housing retention rates after two years, improving health outcomes, decreasing involvement in community justice system along with improved cost-effectiveness of service delivery and cost savings.
- 4.4 **Housing First benefits all of us:** People who are homeless want settled, not temporary homes. Housing First provides the evidence of what works that academics want. The additional reassurance that housing providers want. The health outcomes that health professionals want. The outcomes and cost savings that local and national government want. It's the type of person-centred, open-ended support that great frontline workers are passionate about providing. And for cities, town centres and communities – Housing First offers a future perception of being happier, safer, more equal.

5. What will help – and hinder?

Enabling

- The evidence base for Housing First is far stronger than for any other intervention for a group of people who have traditionally been poorly served by services.
- The old system is costly and ineffective and doesn't work for people.
- There is an appetite for positive and hopeful stories and information around homelessness – and a will for change.
- Widespread support – national and local government, health and social care, third sector, housing sector and lived experience advocates and volunteers.

Hindering

- There will be movements to protect status quo, existing services and approaches in the current system.
- Local Housing First partnerships are still bedding in and in some areas, still to begin. Easy to find examples of where additional work is required to make access and process easier.
- There are sharp corners in the current system that rub up against the flexibility and agility needed to make Housing First work on the ground. Can be undermined from within.
- Many people working inside the system do not understand the way Housing First works or what it requires from them in order for it to succeed.

To do

- There is political will, funding, sector support and an appetite among the general public to end homelessness. Seize the moment and make an impact through good quality communications.
- Identify and build audiences, starting with those closest to the issue across housing, health and social care and start to sand down the edges of the system.
- Create an environment for greater public awareness as Housing First rolls out across Scotland.

To watch

- Change is difficult. The nature of the challenge is 'change communications', a complex process at any time.
- Change is often resisted even when it's for the best.
- Resist focusing on external communications until Housing First is properly understood by those working in health, housing, social care and other public sector roles.
- It is vital to engage with sceptics and cynics, the low-hanging fruit has been bagged and the next challenge is to reach higher to less receptive and more challenging audience groups.

A photograph of a modern living room interior. In the foreground, a light-colored armchair with a dark, patterned cushion is visible. Behind it, a dark-colored sofa with a light-colored, patterned cushion is positioned. To the right, a wooden side table holds a modern, white lamp. The scene is lit with soft, warm light, creating a cozy atmosphere.

The evidence base for Housing First is far stronger than for any other intervention for a group of people who have traditionally been poorly served by services.



SECTION 3

OUR AUDIENCE

6. Audience groups and channels

Communication with internal and external audiences should be shaped keeping the following six tips in mind:

- **Person-Centred** – bringing human stories to the front, based on equality and fairness
- **Focus** - make sure communications reflect as many as possible of the seven principles of Housing First to ensure consistency and focus
- **Respect** – for one another and those we work with
- **Discretion at all times** – a trusted partner and source of information
- **Solution led** – forward thinking and unafraid to question
- **Co-production** – always looking for collaboration and partnership at every turn

Internal		External	
Sector and partners	Volunteers / lived experience and tenants	Media and Public Relations / general public	Political: Public Affairs, MPs and MSPs, parties
Partner newsletters Scottish Government blogs and news channels / website	All in for Change and other lived and frontline experience groups	Specialist and trade media	Briefings for MSPs – self-produced and partners
In-sector conferences and awards	Social media: bloggers influencers / shift conversation	Scotland local media websites / newspapers	Holyrood magazine public events and comment / editorial
Face-to-face briefings with staff working in accommodation providers	Event for local charities and community groups on Housing First to engage and inform	Cynics and sceptics. Reach out in 2020 to previously unexplored corners.	Cross party committees: Housing, Health Inequalities, Mental Health
Housing First Europe website and publications	Homeless Network Scotland website and mailing list resource	National broadcast and print/online media	Charities and pressure groups / activists lobbying activity

Housing First Scotland website and social media channel, plus partner websites and social media.



Always looking for collaboration and partnership at every turn.



SECTION 4

OUR ACTION

7. Three year calendar of activity

Activity	Year 1 to Mar 20	Year 2 Apr 20 – Mar 21	Year 3 Apr 21 – Mar 22	4	5
Media Relations	<p>Tune Up</p> <p>Create and populate website, increase digital footprint, introduce Housing First to mainstream media and general public</p>	<p>Ramp Up</p> <p>Drive to increase understanding among local gov, RSLs and other charities and deepen the relationship with providers and partners Scotland-wide.</p>	<p>Mainstream</p> <p>The rollout of Housing First Scotland gathers pace, building on a strong base with high public profile and high awareness and understanding among key audiences in sector</p>		
	<p>National focus, profile raising across widest possible audience creating an environment for greater public awareness as Housing first rolls out across Scotland.</p> <ul style="list-style-type: none"> Housing First Conference in May visit by Sam Tsemberis, founder of Housing First in New York Marking 100 / 150 / 200 tenancies and subsequent +50 increments Christmas media campaign to significantly change the narrative on homelessness. 	<p>Increase local authority (non-pathfinder) involvement in monthly tracking, reporting and communications.</p> <p>Canvass council / housing association staff and councillors on media and communication issues to establish effective channels of communication, feedback, and act on, results and findings.</p> <p>Further enhance existing relationships with trade media / specialist media.</p> <p>Explore and develop opportunities to engage with online influencers, bloggers / vloggers, podcasts and social media influencers.</p> <p>Develop and support a network of media volunteers across the Pathfinder areas and beyond, working with support providers.</p> <p>Develop closer links with regional media in Pathfinder areas.</p>	<p>Build relationships with UK wide / national broadcast media and European media channels, extend reach of Housing First.</p> <p>Explore and develop opportunities to engage with online influencers, bloggers / vloggers, podcasts and social media influencers.</p> <p>Further develop and support a network of media volunteers across the Pathfinder areas and beyond, working with support providers.</p> <p>Further enhance existing relationships with a broader range of specialist and trade media.</p>		
<p>Regular updates to Housing First Advisory group on progress and developments in communications</p>					

Three year calendar of activity

Activity	Year 1 to Mar 20	Year 2 Apr 20 – Mar 21	Year 3 Apr 21 – Mar 22	4	5
Digital engagement	<p>Tune Up Increased use of Twitter account for promotional purposes</p> <p>Establish Housing First Pathfinder Programme website, add content and promote.</p>	<p>Ramp Up Increased use of Twitter account for promotional purposes, strengthen Pathfinder links to local networks, social media audience groups and influencers through development of a channel strategy.</p> <p>Integrate All In for Change branding and messaging into Housing First Scotland and vice-versa – the drive for systems change. Bring in prevention messaging and creating momentum outside of the Housing First / Pathfinder circle.</p> <p>Develop website to expediate the transition to Housing First Scotland, bringing in leaders and local authorities that are starting out on the journey to implementing Housing First in their area.</p> <p>Commission professional film No. 2 showing the extent of progress, including a case study of how one area dealt with a challenge and found a solution.</p> <p>Develop and expand digital multimedia capability including in-house video production, podcasting and expand digital footprint, working with partners to leverage all available resources. Video streaming of selected portions of Connect events and conferences.</p>	<p>Mainstream Communications audit to assess digital impact and opportunities for developing digital communications in subsequent years.</p> <p>Develop and expand digital multimedia capability. Portions of all events streamed live and promoted.</p> <p>Explore mobile communications, using new technology to promote and develop increased understanding of Housing First Scotland.</p> <p>Move to digital first approach in both internal and external communications, ensure all material is available online in accessible formats.</p>		

Activity	Year 1 to Mar 20	Year 2 Apr 20 – Mar 21	Year 3 Apr 21 – Mar 22	4	5
Close Partners	<p>Tune Up</p> <p>Promote Housing First conferences and Connect events to Pathfinders and leaders as well as those outside the sector</p>	<p>Ramp Up</p> <p>Promote Housing First conferences and Connect events to Pathfinders and leaders as well as those outside the sector.</p> <p>Survey staff and elected members on media and communication issues. Benchmark and open additional channels of communication to drive increased engagement to properly and comprehensively embed the emergent system and new approaches to homelessness.</p> <p>Significantly increase engagement and enhance understanding of Housing First among internal audiences in 2020 / 21.</p>	<p>Mainstream</p> <p>Shape and promote a training module on Housing First to be incorporated into local authority training rosters, based around No Wrong Door and shining a light on the Housing First programme.</p> <p>Continue to build on existing relationships and forge new alliances with local and regional networks.</p>		
External and New Partners	<p>Tune Up</p> <p>Seek to build partnerships with external organisations including third sector and public sector bodies.</p>	<p>Ramp Up</p> <p>Engage appropriate influencers in business, charity sector and promote understanding of Housing First.</p> <p>Engage with political parties ahead of the 2021 Scottish Parliamentary Elections and promote understanding of Housing First.</p> <p>Explore opportunities for engagement with universities teaching housing policy / social work and practice in particular those in Pathfinder areas.</p> <p>Further develop links with Housing First in Europe and UK regions.</p>	<p>Mainstream</p> <p>Work closely with Housing First in Europe and UK regions to build understanding, share learning and populate digital channels.</p> <p>Develop communications and training modules for further education and academic study.</p> <p>Extend reach of the programme and build a presence at events, conferences and forums to promote understanding and showcase the Pathfinder.</p>		

Connecting with partners





Ending homelessness in Scotland, one person at a time.

Supporting people who are at risk of becoming homeless

Homelessness Prevention

12

23

24

8. Practical Communications: the next 12 months

Media relations activity

All 32 local authority areas either providing or planning Housing First have the opportunity to be supported to place local media stories and develop relationships with local online forums and networks to promote Housing First as detailed in Media Communications Protocol (appendix 1)

The role of traditional media has changed in the past decade and the impact of print newspapers will continue to diminish as online platforms and social media channels become the default source for news, buying-and-selling, and recruitment advertising. Some local newspapers remain important in their local community, with reasonable online engagement. For example, in the first half of 2019 the strongly performing Aberdeen Press & Journal registered ABC circulation of 41,689, a decline of just 9%, with the Dundee Courier dropping just 8%. The broadsheet Scotsman recorded circulation of only 14,938 a 12% decline adding to a sharp downward trend.

Digital audiences are strong for many UK national titles, although also showing a slight decline in Daily average unique browsers, with the Daily Mail leading the pack at 12m but with a 4% fall year-on-year. All this points to increasing significance of social media as a first-tier communications platform, not simply sharing content from news website, and also direct communication with stakeholders by producing worthwhile content.

Pathfinder areas have the scope to work with local media titles on positive stories using templates supplied with additional support at any point available from Homeless Network Scotland. Homeless Network Scotland work with providers to identify additional media volunteers.

Annual Housing First Conference

The conference is now one of the largest sector events and takes place annually in May. In 2019 the conference and media coverage that accompanied the event, including a front-page mention in The National newspaper, generated the highest amount of social media profile visits on Twitter in the calendar year 2019 and saw a significant spike in other social media metrics, including almost 100,000 tweet impressions. Sponsorship and exhibition space are available, along with speaking and workshop opportunities. Contact Head of Corporate Services [Janice Higgins at Janice@homelessnetwork.scot](mailto:Janice.Higgins@homelessnetwork.scot) for more information on events and conferences.

ACTION

Prepare a channel strategy and social media plan to accompany the Annual Housing First Conference planning. Produce shareable video content featuring staff and Pathfinder colleagues / volunteers ahead of the conference.

Housing First website

Established in 2019 ahead of the annual conference the website is designed to provide background information and updates on the Pathfinder areas for the widest possible audience online. The development of the Housing First Scotland website will be subject to a consultation with partners in early 2020 ahead of an update and to expediate the development of the platform into a Housing First Scotland hub, including non-Pathfinder partners. Going forward, we want to make sure the website is relevant and useful to all areas in Scotland. Potential options include bespoke pages that Pathfinders and other providers can access as they come online detailing their work, sharing knowledge and asking for advice.

ACTION

Review website and consult Pathfinders on what they need from the website and how it can best meet their requirements in the future.

Produce a report for Housing First Advisory Group in spring 2020 with costed recommendations for further development of the website.

Social media

Housing First Scotland has a growing social media presence, as @HFScotland on Twitter. The account actively seeks to promote the work and experiences of all partners involved in providing or planning Housing First approaches. Further development of a digital channel plan will take place in 2020 including a consultation with stakeholders including people with lived experience and existing Housing First tenants (See digital, 8) after the appointment of a new Digital Engagement Officer post at Homeless Network Scotland, working across projects including Housing First.

The Housing First Scotland Twitter account is growing steadily and continued growth on a par with 2019 is the ambition. Comparing December 2018 and December 2019, page impressions doubled from 25K to 50K. Twitter impressions are one of the indicators of brand presence on the platform, being the number of times a tweet shows up in somebody's timeline. Another metric, engagement, when a twitter user acts in response to a tweet by sharing, liking, etc. is consistently at or well above 1%, with engagement rates of between 5% and 10% not uncommon. This is compared to many major brands where engagement rates of 0.3% - 0.7% are considered high. That demonstrates that much of our social media activity is relevant and engaging and we will further build on the elements in our digital footprint going forward.

ACTION Increase Twitter followers by 20% annually, increase engagement in twitter activity by 1%, increase page impressions by an overall average 8%.

The number of new followers during the month of December increased by 100% from 54 in 2018, to 117 in 2019, this is the highest number of new followers in any month during the past year, making 2130 followers. In the four weeks between 16 December 2019 and 16 January 2020, which includes the Christmas media campaign, the account gained 139 additional followers. During this period the account averaged 1.5K page impressions per day and recorded 993 profile visits, compared to 800 page impressions per day: on 19 December when the campaign launched, scheduled tweets registered 17.5K impressions, with more than 240 engagements with media such as video footage.

ACTION

Review current activity, build additional capacity in the organisation for creating shareable, engaging content including video production. Increase analysis and build on data to improve reach and increase impact. Digital activity reflects as many as possible of the seven principles of Housing First to ensure consistency and focus.

The monthly Housing First 'Track & Connect' is circulated to the full Homeless Network Scotland mailing list and on social media. Pathfinder partners are able to contribute to the Newsletter, this includes news, updates and photographs from activity in Pathfinder areas. Ideally this should be forward-looking but retrospective stories that add colour and inform are acceptable. The contact for submissions to the Tracker Connect newsletter is Claire Frew, Policy and Impact Manager Claire@homelessnetwork.scot.

ACTION

Maintain and develop content and reach. Scope a bi-annual adaptation of Track & Connect to be produced for non-Pathfinder authorities at the start of the Housing First journey.

Housing First Connect events + Connect newsletter

Housing First Connect events take place in March and September and are followed by the Housing First Connect newsletter approximately 10 days later summarising the event and including photos and write up on the activity throughout the day. Pathfinders and Leaders are encouraged to contribute to this process by providing information ahead of the event for the Connect Newsletter, along with photographs and relevant links to additional information about issues to be discussed on the day. To contribute to the Connect newsletter contact mgavin@homelessnetwork.scot.

ACTION

Maintain and further develop potential of the connect newsletter with additional social media footprint and personal stories included.

APPENDIX 1:

Media Communications Protocol

1. Document

- 1.1 A media communications protocol to enhance external communication of Housing First in Scotland and the Pathfinder Programme, while mitigating and managing reputational risk.
- 1.2 Overall risk to Scotland's Housing First Pathfinder is managed by the Advisory and Governance Groups via a risk register maintained by Homeless Network Scotland. Risk to individuals and properties is managed through the existing functions and expertise of local authority, housing and support partners locally.

2. Principle

- 2.1 A coordinated approach to media communications will benefit those people we seek to support and help partner organisations delivering services.
- 2.2 Working together can enhance the quality, consistency and reliability of information released to the public and the media and enhance the reputation of Housing First as an effective solution to rough sleeping and homelessness.

3. Purpose

3.1 This protocol is designed to:

- ensure effectiveness, clarity and timeliness of action when matters concerning one or both parties are, or are deemed likely to be, of public/media interest;
- ensure that the areas of responsibility and related practices across both parties are defined to enable a coherent and informed response to public/press interest;
- ensure a good working relationship between all partners results in well informed and well-planned generic communications around housing first;
- seek to reduce the potential for the release of confusing or conflicting information, when there are differences of opinion across partners.

3.2 It does not, under any circumstances, seek to place restrictions on, or influence the message of any of the individual partners.

4. Scope

- 4.1 This protocol is intended to cover both proactive and reactive media communications activity but with a focus on providing a response to generic Housing First enquiries from the media.
- 4.2 All varieties of media communications can have an impact in terms of reputation and the public's understanding of housing first policy. This protocol defines media communications as:
- press releases and written statements of response given to the media;
 - interviews and opinion pieces given to the media;
 - briefings, interviews, verbal statements and press conferences;
 - publicity material, including posters, brochures, leaflets, newsletters and reports;
 - media information, blogs and commentary released across each organisation's social media and individual websites;
 - broadcast interviews, documentaries, public interest programmes on radio, TV or online.
- 4.3 The governance and advisory partners will also seek to coordinate proactive, confidence-raising PR activity to improve public confidence and explain the concept and benefits of a Housing First approach in Scotland.

5. Operation

- 5.1 Homeless Network Scotland will be the first contact for generic media enquiries relating to the Pathfinder programme using the email: mgavin@homelessnetwork.scot. Enquiries directly to partners from the media on generic Housing First matters should also be referred in the first instance.

- 5.2 Enquiries direct to partners relating to their own work on the Housing First Pathfinder should be shared with Homeless Network Scotland prior to a response being issued. An archive of material issued, and enquiries received will be maintained by Homeless Network Scotland and accessible to partners. In addition:

- Each organisation will reasonably seek to establish a specific public profile of the Pathfinder Programme via their media, digital and face-to-face communications;
- Communications professionals in each organisation will maintain contact with one another proactively and it shall not be the responsibility of a single partner to facilitate this contact;
- Communications professionals in each organisation will inform each other at the earliest opportunity of likely or actual relevant media communications activity;
- Communications professionals in each organisation will manage the activity in an appropriate, responsible manner, being mindful of issues of confidentiality;
- Material issued by partners that relates to the activities or work of other partners will be shared, in advance where possible, with the relevant communications team;
- Material issued by partners to the media will be placed on their respective websites, and shared electronically with a named individual in the respective communications teams;
- In instances of sensitive or conflicting positions communications professionals representing each organisation undertake to keep each other informed on a 'no surprises' basis. Any confidentiality or embargo relating to this information will be honoured;
- Communications professionals in both organisations agree to respond to requests for information or other support in a timely manner, with the minimum standard being an acknowledgment of any request in writing or verbally within one working day.

