



# **COMING BETWEEN JAMIE AND ANOTHER BEATING**

**Helping Scots make a  
difference to  
neglected, troubled  
and abused children  
and young people.**

**{ UNION }**



children's  
hearings  
scotland



# Executive summary.

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Set up in 1971, The Children's Panel plays a crucial role in helping Scotland's neglected, troubled and abused children and young people. Made up of three members of the public the panel makes vital decisions around the future of these at risk and vulnerable children.

The Union were tasked with finding 500 new panel members. Men in particular were being urged to apply, to ensure hearings have the right representation, as law requires both men and women to sit on each hearing.

Through an emotive and thought provoking campaign we exceeded target of suitable applicants by +64%, and ultimately reduced cost per applicant by -45% from the previous campaign.

**Geeta first came to a hearing on 'lack of care' grounds. Her parents had serious mental health issues and Geeta and her sisters were badly neglected.**

**A hearing made a compulsory supervision order and Geeta was placed in foster care with a loving and stable family. The order was terminated four years later and Geeta now lives with foster carers.**

**The Reporter who took part in the last hearing said that there had been obvious transformation in Geeta's life:**

***"From the pretty awful existence that she had in the care of her parents, she has transformed into a bright, articulate young lady".***

*A real panel case study, with name changed.*

# A crucial service for at-risk and vulnerable children.

The Children's Hearings system exists to help promote better outcomes for at-risk and vulnerable children. The approach is unique to Scotland, as it relies on volunteer panel members. These are needed in each of the 32 local authorities.

Almost 20,000 people are referred to The Children's Reporter every year, which represents 2.1% of all children and young people in Scotland. 14% are under the age of two.

There is a panel member pool of 2,700. However, due in part to the stressful nature of the role, Children's Hearings Scotland need around 500 new members every year.

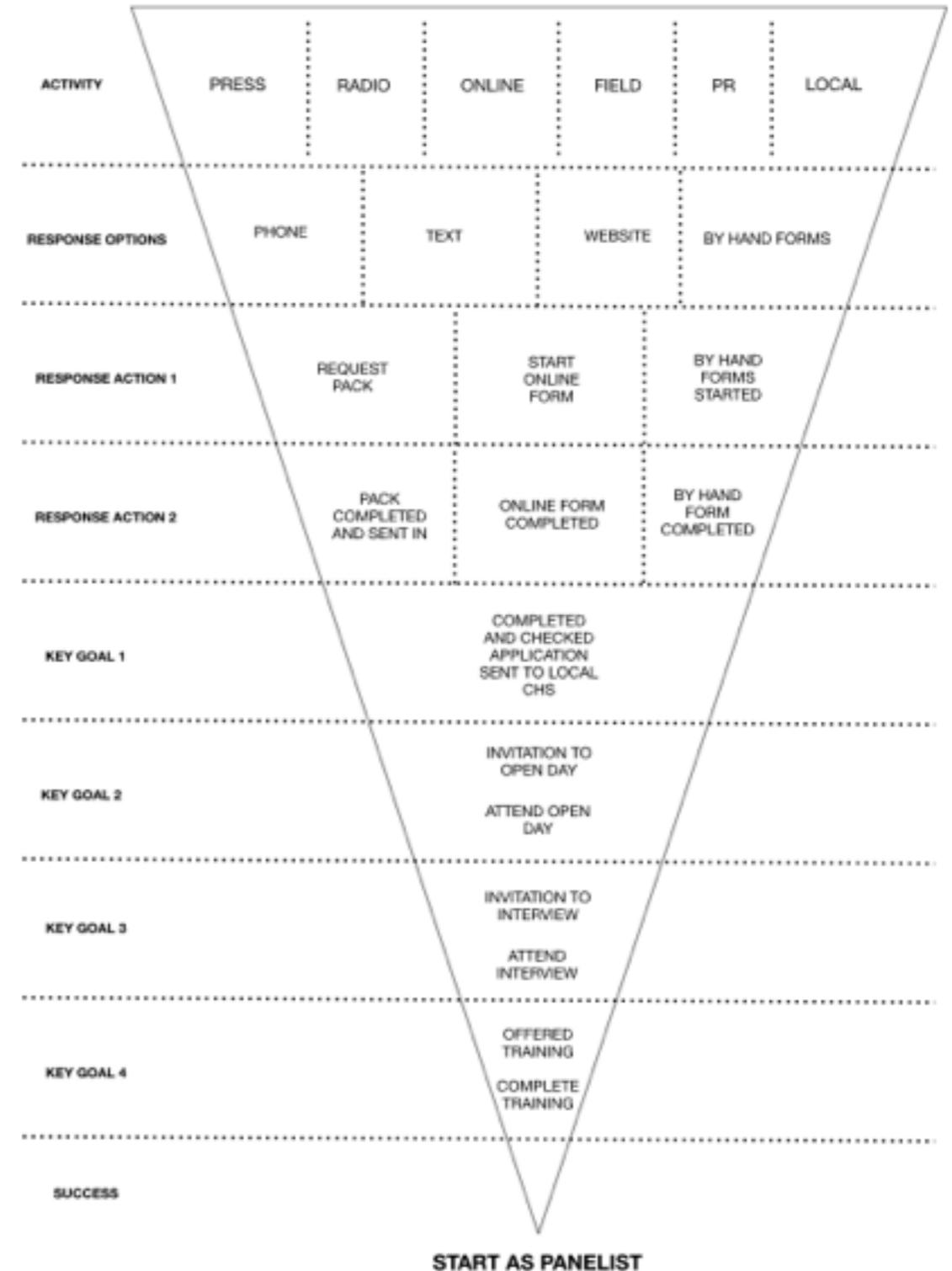
The Union had to create a recruitment ad like no other. The offer was an extensive training commitment, a three year term, often with harrowing situations. And no pay.

But the reward was great: the chance to make an invaluable contribution to a child's wellbeing.

Our campaign had to work to recruit 500 people as panel members by:

- Motivating people to consider volunteering for The Children's Panel
- Motivating people to take action (find out more/ register)
- Achieving above or beyond the high benchmark created by the award-winning creative work from the client's previous agency (no small task!)

But it was a fine balance. As the funnel opposite shows, the process from response to success was long and therefore expensive for CHS. So *quality* of applicants was just as important as quantity.



The communication and application funnel.

# “I’d love to BUT...”

Busy. We are all so busy. Too busy to volunteer? This was a potential major barrier for our campaign that our creative had to overcome.

We couldn’t underestimate the difficulty of the task ahead. How do we convince people to give up their precious free time to become volunteer panel members and deal with some very difficult situations? We needed something special. The creative had to be bold, emotive and strike a chord with our audience to make them take notice.

We looked to the literature on volunteer motivations and found a curious yet perhaps unsurprising thing: intrinsic motivations work best. ‘Gaining work experience’ and ‘gaining or improving skills’ (intrinsic motivations) are more motivating than ‘helping others’ (extrinsic motivations)<sup>1</sup>.

In other words, we needed to appeal to the volunteer’s intrinsic motivations (i.e. benefits to themselves) whilst keeping better outcomes for children at the heart of our communications.

*“Somebody else will do it, won’t they? I’m not qualified. They don’t need me.”*

Yes we do! You don’t need any qualifications to be a panel member, so we didn’t want anyone to exclude themselves. Our proposition was therefore:

**YOU have the power to change a child’s life for the better.**

The emphasis was firmly on YOU.

**Danny was referred to the Children's Reporter when he was 15 years old with around 20 offences. He had real problems communicating and drug and alcohol issues cast a shadow over his life.**

**At a children's hearing, Danny accepted all the offences - which included smashing up his own family home. The hearing made a compulsory supervision order.**

**One of the main features of that order was that Danny was placed on a work experience programme.**

**He discovered that he had a flair for garage work and his life started to settle down.**

**Danny remained on supervision until he was almost 17 years old and is now a confident young man with a permanent job.**

*A real panel case study, with name changed.*

1. YouthNet (2011). Do-it Volunteer Satisfaction Survey, n=2,615

# Communications strategy: intrigue, arm, provoke.

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Our communications strategy had three key elements: INTRIGUE, ARM and PROVOKE. We wanted to:

- INTRIGUE our audiences to find out more (on foot or online).
- ARM them with interesting content to share with friends, family and online audiences.
- PROVOKE them to visit, participate, buy, explore.

The resulting creative put the audience at the centre of the campaign to illustrate that they can make a difference to a child's life by joining the panel. The approach uses the visual of a barrier to show people that the only way to help these children is to take action and come between the child and a life of neglect or abuse.

The sense of urgency and the uncomfortable imagery forces the audience to act now before it's too late by visiting the website or texting for more information.

The creative lent itself to our integrated approach and was used across outdoor, press, radio, online, field and PR.

As there was a small budget for paid advertising, the campaign was heavily reliant on owned and earned media to deliver its objectives.

The work is shown overleaf.





# YOU COULD BE ALL THAT'S BETWEEN KATE AND ANOTHER NIGHT OF ABUSE.

This is your chance to make a real difference to a vulnerable child's life by volunteering to sit on the Children's Panel. You don't need qualifications to apply, you just need to care.

To find out more visit  
[childrenspanelscotland.org](http://childrenspanelscotland.org)  
or text **HELPKATE** to **61611**.





# YOU COULD BE ALL THAT'S BETWEEN EMMA AND ANOTHER INJURY.

This is your chance to make a real difference to a vulnerable child's life by volunteering to sit on the Children's Panel. You don't need qualifications to apply, you just need to care.

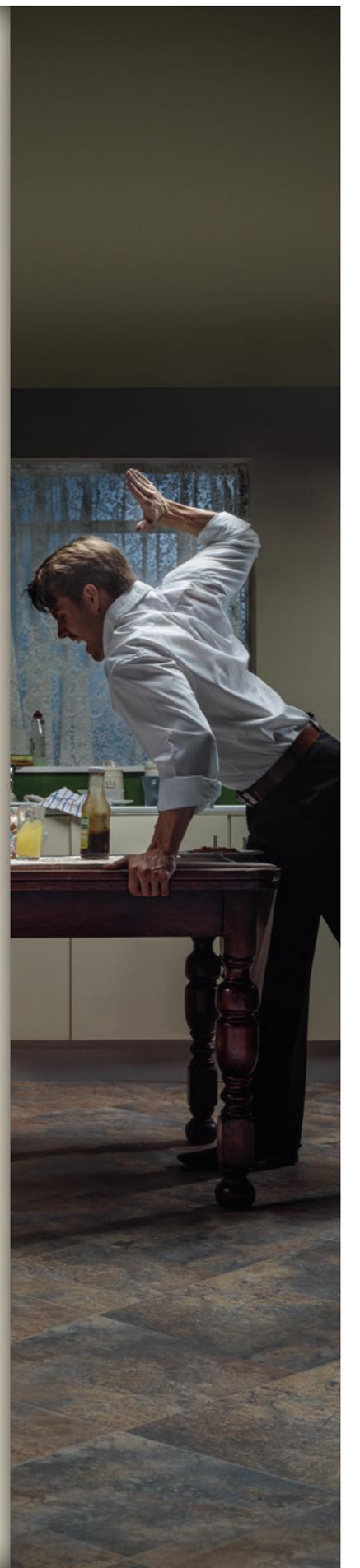
To find out more visit [childrenspanelscotland.org](http://childrenspanelscotland.org) or text **HELPEMMA** to **61611**.



# YOU COULD BE ALL THAT'S BETWEEN JAMIE AND ANOTHER BEATING.

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# Emotive radio took the creative platform on-air.

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One of the most important attributes of a panel member is the ability to listen. Radio was a logical and important channel, and we managed to successfully transfer what was a visual concept to the audio medium.

To hear the executions:

<http://goo.gl/5YGwS0>

## Radio Script

### Come Between 1

Steve is around ten. He speaks in a straightforward, matter of fact way.

SFX: Outdoor atmosphere.

Steve (factual): I've torn my new school jacket and don't want my dad to find out. He's pretty mean when he's drunk. If I can open the front door quietly, I might be OK.

SFX: Jangle of key in lock.

Steve (trying to sound relaxed):

Oh, hi Dad...

**FVO: Thankfully this is where I come in. I sit on a Children's Panel and come between kids like Steve and another beating. To find out more visit [childrenspanelscotland.org](http://childrenspanelscotland.org) or text HELP to 61611.**

# Emotive radio took the creative platform on-air.

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## Radio Script Come Between 2

Pete is about ten.

SFX: Room atmosphere.

Pete: Mum's out partying with her mates again. And I'm thirsty. There's loads of cider in the fridge – wonder what it tastes of? Mum seems to like it.

SFX: Bottle/ can being opened.

**MVO: Thankfully this is where I come in. I sit on a Children's Panel and come between kids like Pete and neglect.**

**To find out more visit  
[childrenspanelscotland.org](http://childrenspanelscotland.org) or text HELP  
to 61611.**

## Radio Script Come Between 3

Claire is around six. Her lines are delivered in a straightforward, matter of fact way.

SFX: Outdoor ambience.

Claire: I can never wake Mum when she's been playing with needles. And I'm hungry. So I'm going out on my own to get some crisps.

SFX: Lorries and cars speeding past.  
Blaring of horn.

**MVO: Thankfully this is where I come in. I sit on a Children's Panel and come between kids like Claire and neglect.**

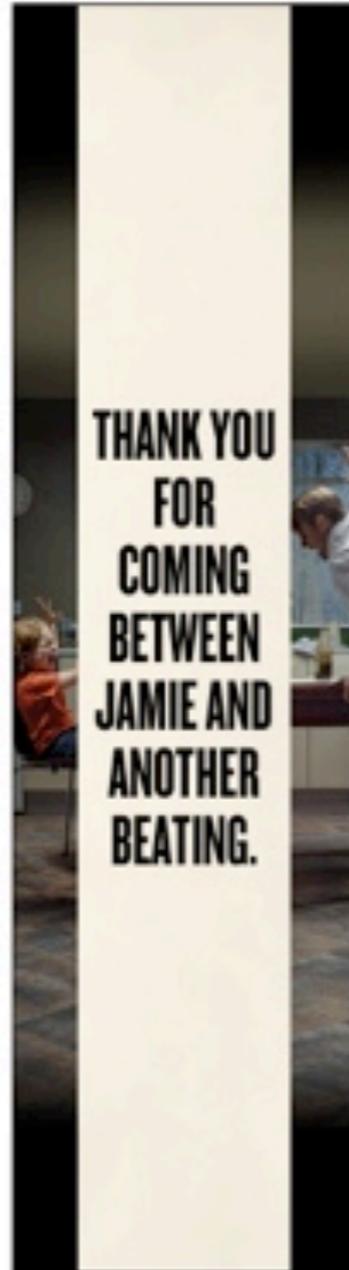
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HELP to 61611.**

# Transferring the creative idea to online execution.

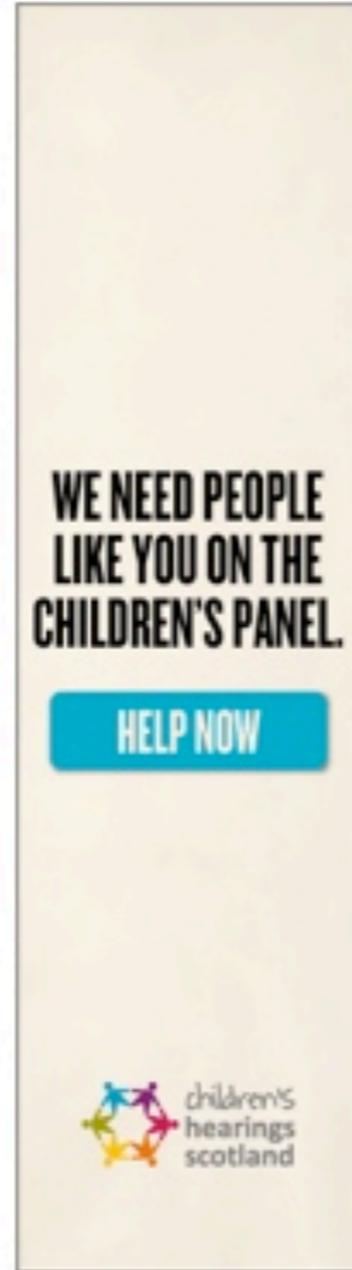
Frame 1



Frame 2



Frame 3



Frame 1



Frame 2



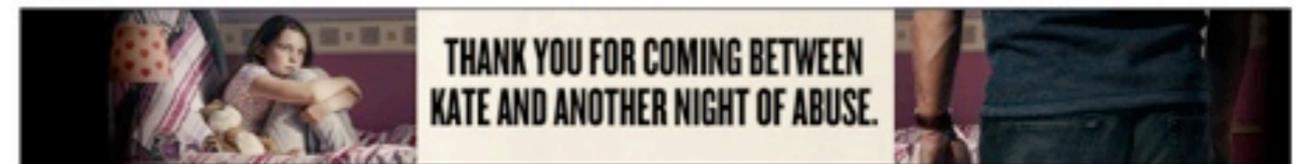
Frame 3



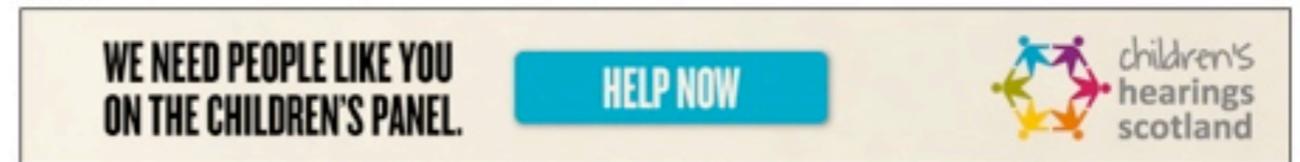
Frame 1



Frame 2



Frame 3



# Front page takeover of dailyrecord.co.uk.

The image shows a screenshot of the Daily Record website's front page, which has been taken over by Children's Hearings Scotland. The takeover features a large banner at the top with the headline "YOU COULD BE ALL THAT'S BETWEEN JAMIE AND ANOTHER BEATING." and the Children's Hearings Scotland logo in the top right corner. The website's navigation bar includes links for SHOP, BINGO, HOROSCOPES, WHAT'S ON, WATCH TV, COMPETITIONS, CASINO, OPINION, BUYSELL, and COOKIE POLICY. The main content area is divided into several sections:

- Mr and Mrs Pitt: Brad and Angelina Jolie finally tie the knot after nine years together** (with a "BRANGE LINA" tag)
- Cameron hails Union as 'greatest merger in history' as he urges Scottish voters not to break away from rest of UK** (with an "INDEPENDENCE REFERENDUM" tag)
- Broadcast legend Archie MacPherson tells the Record why he spoke out to help save the union** (with an "INDEPENDENCE REFERENDUM" tag)
- Commonwealth Games bowls umpire gets 30-year club ban for slapping player** (with a "DUNDEE" tag)

Other visible elements include a "JOIN THE CHILDREN'S PANEL" button, a "Daily Record AND SUNDAY MAIL" logo, a "Get our tablet app plus our FREE mobile app" promotion, and a "TRENDING" section with tags for INDEPENDENCE REFERENDUM, CELTIC FC, RANGERS FC, and VIRAL VIDEO. A large background image on the right shows a man in a white shirt and dark trousers performing a handstand on a table in a kitchen setting.

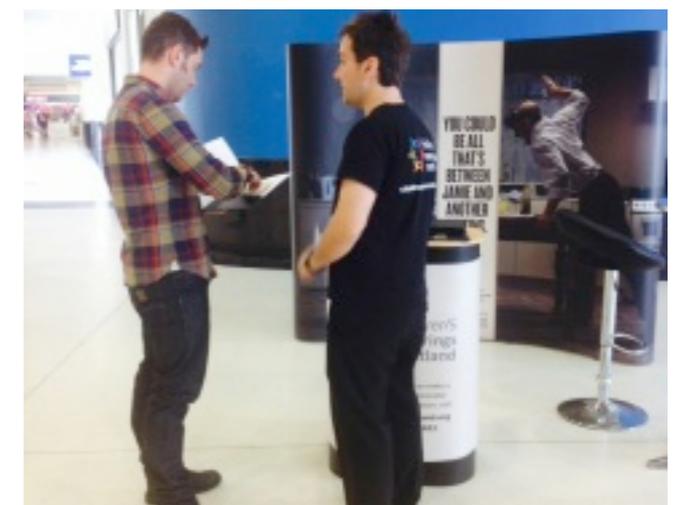
# Field was used to overcome “I’d love to BUT...” barriers.

We recognised that joining the Children’s Panel requires commitment and dedication from volunteers, and as such we identified that face to face interaction with the public would be invaluable.

The roadshow toured for 12 days in high footfall locations across the country.

To appeal to a male audience we used men for the field staff. This, coupled with real life panel members who could share their insights, proved to be particularly beneficial.

We also accepted that conversion to immediate action would be difficult, and therefore we produced a low-cost postcard to be used as a prompt at home. Application packs were given to the more interested, and through iPad we could offer immediate stage one sign-up.



# Male focused PR generated talkability.

Angel's Share actor Paul Brannigan was used to launch the campaign through PR agency Consolidated.

He was an ideal choice as he had appeared in front of the panel as a child, and he believes ordinary people who have compassion for the struggle vulnerable children face make the best panel members.

Other celebrity endorsements of the campaign included the Glaswegian swimmer Michael Jamieson, who tweeted the recruitment message to his followers.

There were also photocalls at Aberdeen FC, Dundee United and Stirling Albion which saw footballers at the centre of the launch image - again to appeal to the male demographic.



# Volume of resultant coverage reflected the emotive topic.



# A new microsite assisted 'quality' conversion.

The CHS website needs to do many things - receiving visits from panel participants, panel members, stakeholders, media etc. Giving a campaign focus was therefore difficult.

The previous campaign adopted a simple landing page approach, however to aid conversion of quality candidates we developed a new standalone microsite that addressed more readily the needs of the interested prospect.

Content addressed barriers to response, and made it clear what the requirement of potential members was. The site was easy to navigate, and the form could be completed immediately.

In order to ensure those applying were genuine prospects, we did ask for a time commitment at this point.



# Activity results in summary.

## Online:

We saw an uplift in web visits **+35%** compared to the previous campaign<sup>1</sup>.

This led to a substantial increase in online responses versus paper - which had the advantage of reducing processing cost for CHS, thus making the engagement more cost-effective.

With the number of successful applicants over target by **+64%**, this also shows that 'quality' of respondent improved - again emphasising cost effectiveness.

## Daily Record takeover:

The homepage takeover on the Daily record site had a remarkable **5.08%** click through rate.

## Field marketing:

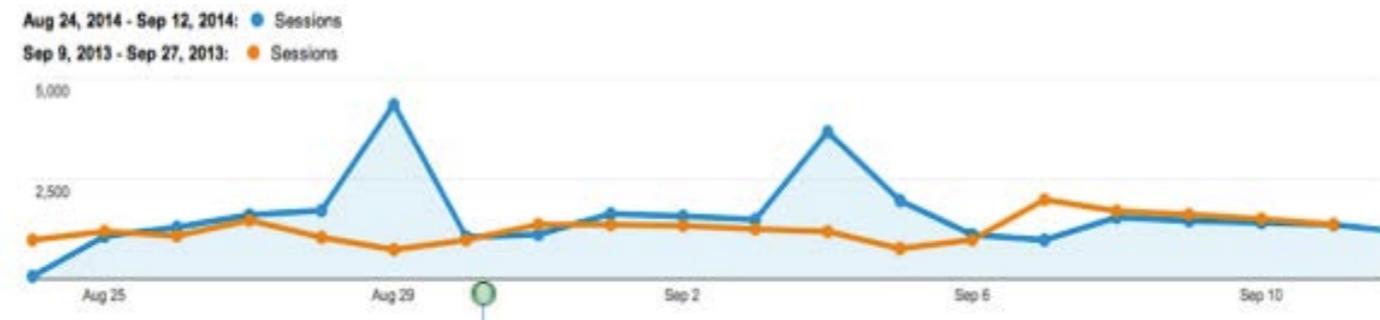
There was also a dramatic increase in the field with engagements rising by **+51%** on the same budget as previous.

The volumes of collateral distributed to interested parties were also up from the previous year by **+432%** and the total number of application packs distributed (to those most interested) was up by **+17%**.

Through iPad capture, 65 first stage applications were completed there and then.



## 2013 vs 2014, 3 weeks from launch.



Google Analytics from the campaign. The spikes correspond to Daily Record takeover, and heavier weight media.

1. Google Analytics.

# Activity results in summary.

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## PR:

51 pieces of coverage were generated over the campaign period including launch coverage in the Daily Record, sizeable pieces in the Press & Journal covering the launch and football focus and piece in the Courier highlighting Dundee United's support.

Kingdom FM, Radio Tay and North Sound all got behind the campaign.

Social media outreach activity took the campaign message to around **1,358,790 individuals**<sup>1</sup>. LinkedIn reached an audience of over 195,375 people.

Ten local councils posted campaign content across their social media channels. This activity reached 390,750 Twitter followers and 772,665 people across Facebook.

This generated a total PR value of **£154,971**, with an OTS of **3,216,000**, and a ROI of **11:1**<sup>2</sup>.



*Angel's Share actor Paul Brannigan launches the PR campaign.*

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1. Cumulative Facebook, LinkedIn, Twitter. 2. Consolidated PR.

# The acid test: did we get the crucial 500 people?

We actually surpassed our target for the number of suitable applicants by **+64%**. This was an uplift of **+37%** on the previous comparable campaign.

Our challenge was to find 500 new panel members for the Children's Panel with a focus on the difficult to recruit male audience. We actually reached a total of **820**.

That means that we have a head start for next year - we already have people that have been through the process and can start immediately. Thus we can make decisions as to media investment next year that will bring CPA down even further.

Importantly, 27% of our sign-ups were male, +2% over target.

The **cost per successful applicant reduced by -45%** compared to the previous campaign, highlighting the success of the strategic and creative approach.

Finally, it's important to contextualise the unique nature of the Scottish system as, in other countries, the equivalent roles on a children's panel are paid positions.

The value of salary equivalent has been conservatively estimated at £9,000, thus for the 500 new panel members only (not including the addition over-target), that's a total of £4.5m.

**The campaign therefore has ROI of 21:1.**

Almost **double** that of the previous comparable campaign. And a crucial contribution to health and wellbeing of Scotland's children and young people.

**820**  
suitable applicants

**-45%**  
reduction in CPA

**£4.5m**  
equivalent value

**21:1 ROI**

# Helping Kate, Emma, Jamie. And many more.

Last year Children's Hearings Scotland helped 19,077 children just like Kate, Emma and Jamie.

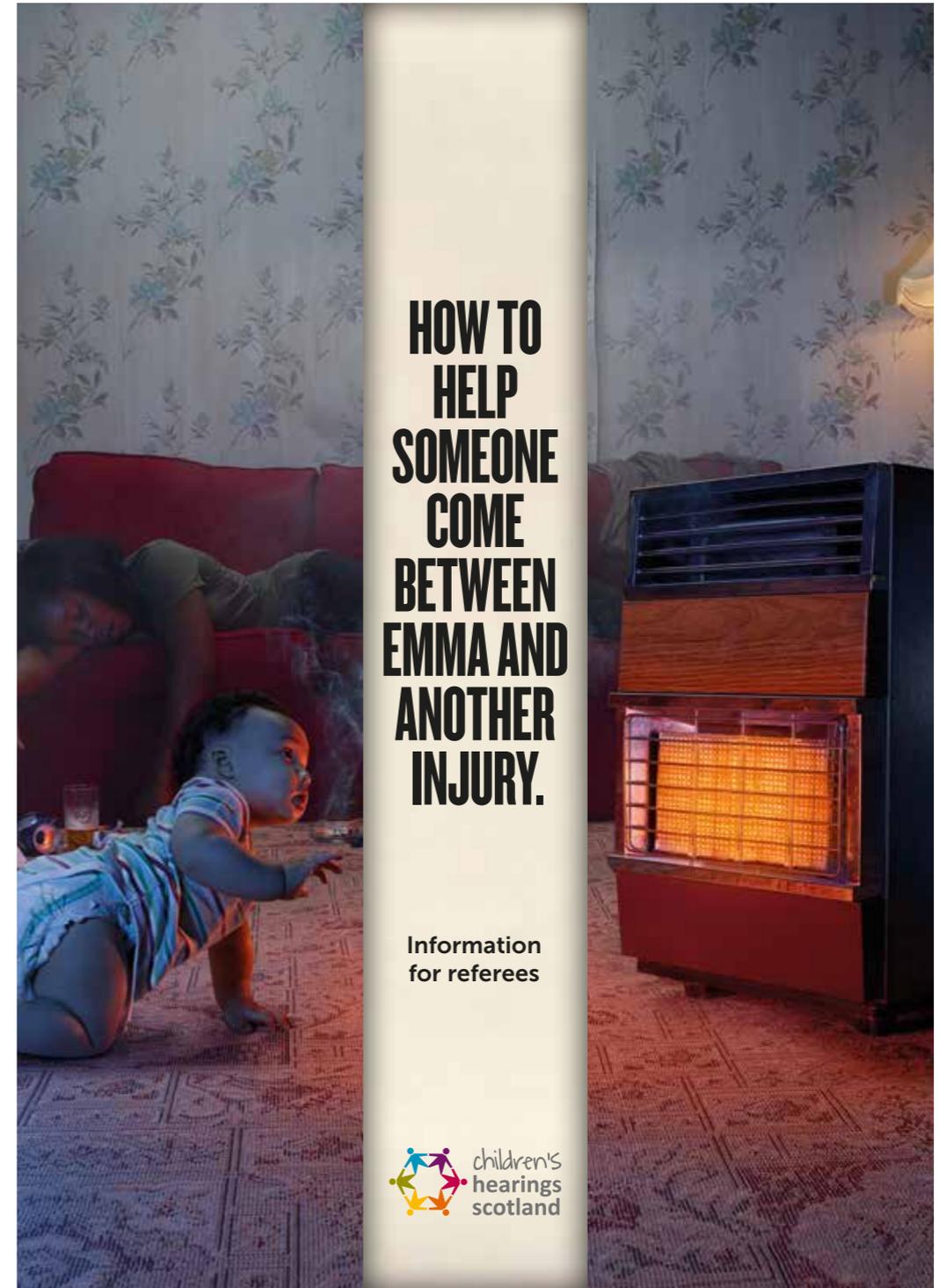
These were children that were in situations where their entire life's path could forever have been scarred by abuse, violence or neglect.

Researching this project, and hearing some of these real life case studies, was sobering.

Make no mistake, CHS does crucial work. Crucial.

And it is only with the help of generous, caring, understanding, selfless, and indeed strong, panel members that they can continue to help the children of Scotland.

To each and every one of these panel members and successful applicants, we can only say thank you for standing up and 'coming between'.





**If you want to help children like Kate, the 2015 campaign opens on 17th August 2015.**

**Register now at [childrenspanelscotland.org](http://childrenspanelscotland.org)**

**{ UNION }**

