



Executive Advisory Body

Date of Meeting	Tuesday 04 June 2024
Subject	Stakeholder Engagement – what does good look like
Agenda No.	Meeting 44
Paper No.	5.1
Prepared By	Head of Corporate Support and Communications
Purpose	Discuss

1. Background

- 1.1. Stakeholder Engagement has been identified as a key priority for the 2024-25 Business Plan.
- 1.2. The key outcome of this work is to build on existing stakeholder engagement to date - mainly focussed on awareness - and to drive more targeted action and increase impact. We want to manage stakeholder expectations, understanding their needs and finding ways of working together. We want to do this to build familiarity, favourability, trust and advocacy.
- 1.3. This will be achieved by introducing a new stakeholder and partner engagement plan (ANNEX A). This work will include ensuring we have the mechanisms in place to effectively manage strategic stakeholder relationships/partnerships, including through formal Memoranda of Understanding.
- 1.4. Work is ongoing to refine our stakeholder mapping. This includes categorising them - being clear on the interest they have and whether they are a stakeholder, a partner or potentially both.
- 1.5. We will improve record keeping and reporting on engagement and sentiment to capture how familiar a stakeholder is with us and favourably they view us.

2. Key Points

- 2.1. For this plan, we consider a stakeholder to be an individual or organisation external to the core Scottish Government who has an interest in our organisation or where we have an interest in the work that they do. This could be organisations from the public, third or private sectors. It could be small local organisations right through to large multinational organisations. The nature of the relationship or partnership could be an interest in social security as a policy area and how we contribute to that through delivery right through to an organisation we are dependent upon to deliver our service. How we engage with the public, media and parliamentarians will be covered in our communication and parliamentary engagement plans.



- 2.2. People across Social Security Scotland will be involved in stakeholder engagement and managing relationships and partnerships. This plan sets out the layers of engagement – including strategic, tactical and operational.
- 2.3. It outlines how our stakeholder engagement functions will work to manage the strategic and tactical engagement and ways in which they will support and have oversight of all layers of engagement, including operational. This will help to ensure our approach is aligned – helping us to build a picture of stakeholder/partner sentiment and increasing the impact of each individual interaction by joining up conversations.
- 2.4. The plan sets out our intent to develop a detailed stakeholder map. [Redacted]. We intend to further categorise stakeholders to set out the nature of our relationship (for example policy interest, client representative group, delivery partner). We would note that a single organisation could fall into multiple categories.
- 2.5. The draft stakeholder and partner engagement plan sets out a range of ways in which we could monitor and measure success, including:
 - Much of this work should be reflected in the contribution it makes to other core metrics (e.g. benefit take up rates, processing times).
 - Stakeholder mapping - monitoring familiarity and favourability.
 - Improved record keeping to enable us to identify themes and trends to support briefing and horizon scanning.
 - Charter Measurement Framework Partner Survey (we will look at questions to see if we are able to get a general benchmark across stakeholders on familiarity and favourability).
 - Trust and Advocacy will be evaluated based on progress with partnerships we are able to forge.
 - Monitoring volumes and trends across correspondence.
 - Engagement with stakeholder communications.
 - Volume and nature of escalations across our strategic relationships.
 - Where engagement is required to support a particular business challenge, we will develop appropriate measures (for example on supporting information, we will look to see improvements in quality and speed at which this is provided).

3. Conclusion

- 3.1. Executive Advisory Body members are invited to:
 - Provide feedback on the draft plan



- Comment on the approach to mapping against interest and influence
- Participate in a discussion around 'what good looks like' and how we measure success, including:
 - Using feedback intelligently - How can we ensure that we are capturing timely, useful feedback from stakeholders and channel/ feed this back into the agency to support intelligence, evidence gathering and more agile delivery (systems, process)?
 - Metrics - How might we report on this, including stakeholder opinions and demonstrate value for money/ efficiency in terms of our approach?

Annex A – Draft Stakeholder Engagement Plan

