Registers of Scotland

RoS Board

14 June 2022

Stakeholder Engagement Strategy

Purpose

1.   To set out how we will engage with our stakeholders, including customers and colleagues. The stakeholder engagement strategy aims to improve the effectiveness of engagement activities and support the delivery of our missions and priorities. The strategy will help us build upon a culture of engagement with all stakeholder groups, so that their experiences and insights inform future activity.

2.   To provide a framework for delivering and improving the engagement activities needed to support the delivery of RoS strategic objectives, during the period of recovery / change resulting from the pandemic, and throughout the course of the corporate plan. Outlining a planned and sustained approach to engagement activity that inspires action and commitment in support of RoS objectives, leading to better business outcomes.

Recommendation

3.   The Board are invited to review and comment on the approach or put forward alternative recommendations.

Background

4.   "Stakeholders are at the core of getting things done. When trying to achieve results through others, it is critical to know with whom you are talking and their position relative to the issue at hand. The heart of effective stakeholder management is identification, segmentation, and communication" Gartner November 2012.

5.   This paper seeks to outline the who, what, why, how, and results of our stakeholder engagement.

Who

6.   Identification of our stakeholders is key to effective engagement at RoS. Despite the challenges of the last two years, the stakeholder base has remained largely unchanged. The exception to this is citizen engagement, which peaked at the start of the pandemic, but has now returned to more predictable levels. RoS has a diverse range of stakeholders, who can be segmented according to:
- the role they have; those who benefit from our activity,
- those who share our aims, values and ambitions and who are most likely to speak or act in our support,
- those on whom we depend to deliver on our objectives, and
- those who influence others to act in our favour.

In line with our communications strategy, we focus on engagement with stakeholders ensuring a flexible but consistent approach. A breakdown of our key stakeholders can be found at Annex 2.

What

7.   RoS undertakes a range of stakeholder engagement activities, delivered via various functions, e.g., customer experience, product, service design, communications, and other channels (see Appendix 3). Our engagement strategy will inform, shape opinion, and motivate behaviour.

8.   The outcome of these activities will allow RoS to:
- Raise awareness and generate support for RoS products and services
- Influence decision and policy makers in Scottish Government
- Inform our parliamentarians and help support the scrutiny process
- Improve the effectiveness of the design and delivery of our products and services.
- Support the smooth running of the organisation.

Why

9.   Alignment with the Corporate Plan - successful engagement with our stakeholders is crucial to achieve our strategic objectives as set out in the RoS Corporate Plan (2022-2027). The plan sets our six key priorities that will deliver our strategic objectives.

10.   This strategy shows our commitment to continue to be customer focussed, putting our stakeholders at the forefront of all our decisions and activities so that we continue to meet their needs and expectations. We want to engage with stakeholders to:

- evidence our desire to develop high quality relationships
- develop and design products for and with our customers
- drive support for and delivery of our corporate objectives
- improve the engagement experience and increase our customer satisfaction levels
- maintain our reputation of being a transparent, honest, accessible and responsive organisation known for listening to our customers and stakeholders
- to provide access to information and services, which support and add value to the Scottish economy and benefit the people of Scotland.
- deliver high levels of colleague engagement, supporting discretionary effort, enabling delivery of our corporate objectives.

11.   In addition to these objectives, meaningful stakeholder engagement offers a range of other benefits. For example, being in tune with our stakeholders supports RoS's risk management activity. While not fool proof, meaningful engagement makes us better prepared to predict future issues, concerns, and needs.

12.   An organisation which engages in meaningful dialogue is more likely to be open to new opportunities which can constructively challenge and enrich existing ways of working.

13.   Finally, as a public body RoS has a responsibility to citizens and the public purse to deliver the best value service possible. Active listening with stakeholder groups is considered by many to be a fundamental component of ethical practice for public relations.

How

14.   As part of our approach, and in sync with our communications strategy, engagement will focus on results rather than activity e.g. increase in awareness, improved stakeholder relationships, product uptake, and colleague engagement.

15. Stakeholder engagement is supported by a set of general guiding principles:
- Early and regular involvement
- Seeking to understand before being understood
- Leading with integrity, honesty and clarity
- Effective review, reflection, and continuous learning

16.   Examples of specific stakeholder engagement approaches can be found in Annex 1, which includes engagement plans in support of Lender engagement, the Register of Moveable Transactions, and the Register of Persons Holding a Controlled Interest in Land.

Cost

17.   Clearly there is a cost to this activity, and we can quantify the communications team budget as the primary cost of delivering our comprehensive stakeholder and communications strategy. However, may others play a role as part of their job, so the cumulative cost is higher. It is therefore vital that the measurement of our impact (as described below) ensures we are getting best value for money from our communications activity and not wasting time and money doing things that do not add value. Costs are approved, monitored, and measured through the governance channels including, BPB, SAT and EMT investment cases.

Results / Impact

18.   We measure and evaluate stakeholder engagement to understand the impact, the return on investment, and most importantly to continually improve our approach to enhance stakeholder experiences and meet business objectives.

19.   We have a strong focus on customer experience, measuring engagement and satisfaction with our stakeholders by a range of formal and informal methods. We build on this feedback by monitoring all of our engagement channels and undertaking further analysis on the quality of engagement and benchmark against indicators of success. Examples of ways we measure and evaluate can be found in Appendix 4, it should be noted this is provided as a sample set and is not a comprehensive list of all the mechanisms in the organisation.

20.   To further measure and evaluate the impact of our activity we intent to undertake an audit on the return on investment later in the year.

Conclusion

21.   The Board is asked to note the contents of this paper and provide feedback. If board members would like to review the more detailed Miro board (outlining RoS stakeholder analysis covering: stakeholder categories, levels of engagement, levels of interest, risk and influence, alignment with strategic objectives, concerns and requirements, desired outcomes, channel and activity, primary and secondary owners the Head of Communications would be happy to provide a one-to-one session with individual board members on request.

Head of Communications and Marketing
Customer and Product
31st May 2022

Annex 2
Stakeholder examples

These categories are not fixed or mutually exclusive, they act as a guide.

- The legal and conveyancing community (our customers)

- Lenders and other financial institutions, and supporting strategic bodies

- Surveyors and spatial information community

- Public & private landowners, crofters, tenant farmers etc.

- Developers and the construction industry

- Scottish Government

- Parliamentarians

- EFW committee

- RoS colleagues

- Citizens

- The media

- Strategic partners (e.g. LSS, OS, HMLR)

- Local Authorities

- International customers

- Others such as Police, Fire Service, housing associations, NHS

- Project specific e.g. RCI

Annex 3
Engagement Channel examples

- Customer Service team / call and email

- Webinars including launch events, breakfast briefings, etc.

- Newsletter – customer and MSP / MP

- Social Media

- User experience team

- Lender engagement delivery

- LRC delivery

- Big Picture – staff engagement

Annex 4
Measuring success

- Customer Satisfaction Score

- CSPS, other staff surveys

- Website feedback and complaints options

- Social Media likes, shares and comments

- Newsletter subscribe / unsubscribe

- Newsletter CTR, open rate etc.

- Event sign up / feedback / analysis

- User Research sessions

- Regular forums e.g., Board/ Risk & Audit Committee; LSS monthly, PLC monthly

- Complaints process

- Customer Services calls and emails

- Customer Relationship Managers

- Digital Uptake Team

- LRC engagement

- User Research Team

Indicators of success

- Increase in signups to events, newsletters, podcasts, webinars, social media engagement

- Increase in customer satisfaction

- Increase in staff engagement

- Decrease in customer complaints

- Decrease in lender enquiries

- Decrease in customer enquiries following targeted campaigns

- Products:

    - RCI – sign up over 2022

    - ScotLIS: increase user statistics (business and public)

    - DDS: increase in lender and solicitor sign ups